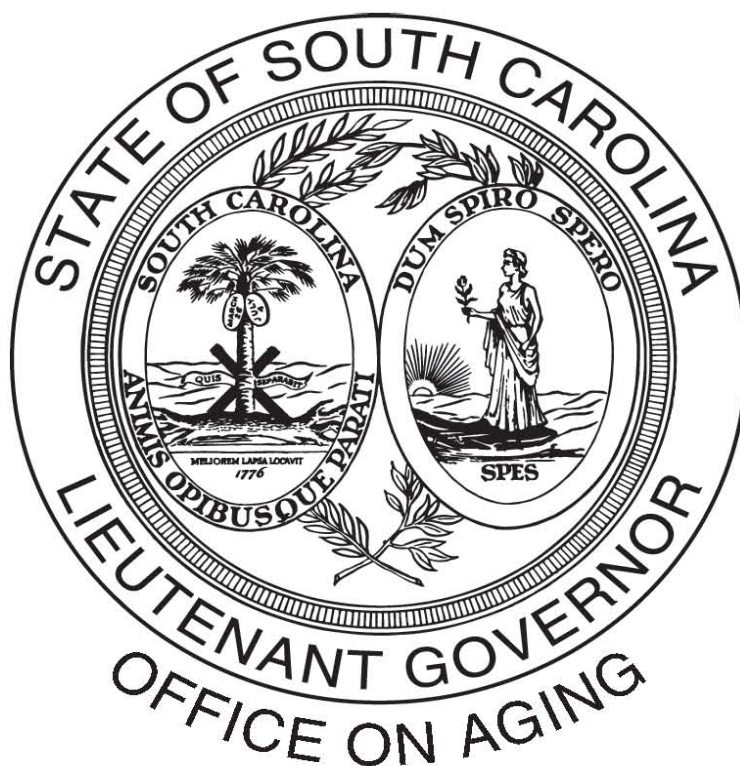


**STATE OF SOUTH CAROLINA**  
**OFFICE OF THE LIEUTENANT GOVERNOR**  
**AND**  
**THE LIEUTENANT GOVERNOR'S**  
**OFFICE ON AGING**



**ANNUAL ACCOUNTABILITY REPORT**

**FY 2007 – 2008**

**SEPTEMBER 15, 2008**

**The Honorable André Bauer**  
**Lieutenant Governor of South Carolina**

## **Accountability Report Transmittal Form**

Agency Name: **SC Lieutenant Governor's Office On Aging**

Date of Submission: **September 15, 2008**

Agency Head: **The Honorable André Bauer, Lt. Governor**

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## **Section I: Executive Summary**

### **1.1 Mission, Values, and Vision**

Under Lieutenant Governor André Bauer's direction, the Office of the Lieutenant Governor provides leadership where and whenever possible on legislative matters and public policy for the State of South Carolina. The vision of his office is to be a key factor in developing methods for efficient government, and a progressive plan to improve the state's economy.

The Lieutenant Governor's Office on Aging (LGOA) is the designated "State Unit on Aging" (SUA) as required by the Older Americans Act (OAA). The OAA intends that the SUA shall be the leader relative to all aging issues on behalf of all older persons in the state. Enabling legislation for the SUA is found in Title 43 of the Code of Laws of South Carolina, 1976, as amended. Proviso 73.2 of the 2004-2005 Appropriations Act placed the SUA in the Office of the Lieutenant Governor, but this proviso was codified by S.530 in 2008, permanently placing the Office on Aging under the authority of the Lieutenant Governor. It is through the Older American's Act and State Code, which mandates that Lt. Governor Bauer is the chief advocate for South Carolina's senior citizens.

Through Lieutenant Governor Bauer's guidance, the mission of the LGOA is to enhance the quality of life for seniors through advocating, planning, and developing resources in partnership with state and local governments, non-profits and the private sector, individuals, and advocates to meet the present and future needs of seniors.

Lieutenant Governor Bauer has established values for the LGOA that put South Carolina seniors first. The Values of the LGOA are customer service, excellence in government, person-centered care, teamwork, and research-based decision-making.

The Vision set for the LGOA by Lieutenant Governor Bauer allows for seniors to enjoy an enhanced quality of life, contribute to communities, have economic security, and receive supports necessary to age with choice and dignity.

### **1.2 Major Achievements from Past Year**

- A. Lieutenant Governor Bauer established a Task Force on Senior Fraud and Scams in 2008 after the General Assembly approved a concurrent resolution calling on him to take charge of the state's efforts to protect senior citizens from fraud and scams. The Lt. Governor's Task Force on Senior Fraud and Scams now has over fifty task force members from state and local governments, law enforcement and the private sector. Lieutenant Governor Bauer has hosted public hearings and listening events statewide in 2008 to hear from senior citizens who have been targets of scams and fraud. These listening events are on-going and designed to allow the Lt. Governor to have personal time to meet with victims and their families. LGOA staff is coordinating an education campaign and providing constituent services to those who have been victims of scams. Lt. Governor Bauer is in the process of unveiling his Senior Shield initiative, which will be an exciting opportunity to protect and serve South Carolina's seniors.
- B. In 2008 Lt. Governor Bauer continued to champion the cause to have more seniors served under Home and Community-Based Services. The Lt. Governor worked closely with the General Assembly to ensure that the \$2.9 million for Home and Community-Based Services State Supplemental was appropriated for FY 2008-2009. An additional 5,500 seniors were served in the first year of the program, and 7,228 seniors were served as of July 2008.
- C. Lt. Governor Bauer continues to advocate to attract more geriatric physicians to South Carolina through which \$140,000 was appropriated to continue the Geriatric Loan Forgiveness Program. Since inception, 14 geriatric physicians have received a total of 15 loan forgiveness awards to establish practices in South Carolina.
- D. Working with the Legislature, Lt. Governor Bauer ensured that the Silver Haired Legislature was effectively funded to advocate for seniors in South Carolina.
- E. On behalf of the senior network and Alzheimer's advocates, Lt. Governor Bauer worked with the General Assembly to pass a concurrent resolution "to convene an Alzheimer's Disease Purple Ribbon Task Force to study the current and future impact of Alzheimer's Disease in South Carolina and to assess the resources for and needs of persons with Alzheimer's and related disorders so as to develop a state strategy to address this health issue." Lt. Governor Bauer selected a cross section of citizens, medical leaders and Alzheimer's advocates to serve on this task force.

- F. Lt. Governor Bauer dispersed \$158,750 through mini-grants to non-profit organizations to provide respite or educational programs related to Alzheimer's. Five first year and six second year grants were awarded.
- G. Regional Family Caregiver Advocates worked one-on-one with 5,932 caregivers, providing assistance, support, counseling, and assessment for a total 16,779 contacts. The program also paid for 144,605 hours of respite care to caregivers.
- H. Over 700,000 Medicare beneficiaries were reached through regional media events, and 23,045 beneficiaries were assisted through one-on-one contacts.
- I. Five Aging and Disabilities Resource Centers (ADRC) were established and are operating in South Carolina, covering 25 of the 46 counties.
- J. Lieutenant Governor Bauer worked with the private sector to establish and fund a Public Service Announcement (PSA) campaign on statewide cable television stations. The campaign focused on fraud prevention and SCACCESS.
- K. Lieutenant Governor Bauer led an effort over the last year to reorganize the LGOA, focusing on direct contact with seniors, providing proactive work with service organizations.
- L. The Long Term Care Ombudsman office was fully staffed. Program staff increased to allow this office to provide investigation of DDSN and DMH residential care facilities.
- M. Medicare Fraud or Senior Medicare Patrol- educated beneficiaries on the cost of Medicare fraud and encouraged reporting of discrepancies of billing when detected. Through one-on-one contacts 2,158 beneficiaries were assisted and an additional 38,952 were reached through community events. Medicare fraud specialists were able to recover \$49,412 and prevented mispayment well above that amount.
- N. Regional Information and Referral Specialists handled 18,552 requests for information and referrals.
- O. Through 17 long term care planning sessions, training was provided in the five ADRC regions. Over 430 individuals were made aware of the impact of failing to make plans for future care needs. Five additional trainings will be conducted by the end of September 2008.

### 1.3 Key Strategic Goals for the Present and Future Years

#### GOAL 1: IMPROVE PROTECTIONS FOR THE STATE'S VULNERABLE ADULTS

- Strategic Goal 1:** Provide programs, education and information to protect seniors from fraud and scams.
- Strategic Goal 2:** Administer the LTC Ombudsman Program as mandated under OAA and State Statutes.
- Strategic Goal 3:** Develop programs for the prevention of elder abuse, neglect, and exploitation.
- Strategic Goal 4:** Provide Elder Rights and Legal Assistance Programs for the elderly.

#### GOAL 2: IMPROVE QUALITY AND LENGTH OF HEALTHY LIFE FOR THE SENIOR POPULATION

- Strategic Goal 1:** Promote opportunities for seniors and their families to exercise more control of and access to the services they receive.
- Strategic Goal 2:** Provide programs, education and information to help seniors prevent or delay the onset of chronic conditions and maintain independence and quality of life.
- Strategic Goal 3:** Provide Medicare, Medicaid, and long term care information to seniors.
- Strategic Goal 4:** Promote development and increased utilization of senior centers to provide information and services that encourage socialization, health and education.
- Strategic Goal 5:** Support the protection of vulnerable seniors in times of disaster.
- Strategic Goal 6:** Provide information on Alzheimer's disease and related dementias and seed grants to community organizations for education and respite programs.
- Strategic Goal 7:** Partner with the Area Agencies on Aging (AAA) to deliver information, assistance, training, and respite to family members caring for seniors and seniors raising grandchildren.
- Strategic Goal 8:** Provide emergency rental assistance to eligible seniors.

#### GOAL 3: EFFICIENTLY MANAGE OAA AND STATE RESOURCES FOR MANDATED SERVICES

- Strategic Goal 1:** Maintain and support the competitive procurement process for services.
- Strategic Goal 2:** Request, plan, allocate and advocate for state resources.
- Strategic Goal 3:** Provide administrative support to include accounting, budgeting, payroll, and information technology to the LGOA.

**Strategic Goal 4:** Monitor subgrantees to ensure compliance with federal and state requirements.

**GOAL 4: PROVIDE INFORMATION ON TRENDS/ISSUES IMPACTING QUALITY OF LIFE**

**Strategic Goal 1:** Increase awareness of aging issues; encourage consensus for policy changes.

**Strategic Goal 2:** Provide ongoing training and educational activities for seniors.

**Strategic Goal 3:** Enhance research and data collection on effectiveness of aging services.

**Strategic Goal 4:** Meet federal and state reporting requirements on a timely basis.

**Strategic Goal 5:** Establish ongoing training to improve staff knowledge of computer software.

## 1.4 Key Strategic Challenges

### A. LGOA strategic challenges

As staff retire, the LGOA must maintain adequate numbers of trained staff to handle the growing number of seniors and the many needs and concerns facing them, and to support organizations serving seniors as they strive to provide excellence in service. In response, the LGOA has taken a proactive approach to workforce planning in recruitment, retention, and maintenance of a healthy workforce environment. Because of actions taken in 2008, knowledge will be successfully transferred as staff retires over the next five years.

The LGOA, its stakeholders, and partners provide a wide range of services to South Carolina's citizens. A key challenge is to provide cost efficient services. The many organizations that are funded through the LGOA need support, guidance and assistance. The LGOA faces several strategic challenges over the next five years:

- The LGOA must obtain adequate funding to provide cost efficient services to seniors and their families in order to ensure they have an enhanced quality of life. One of our key goals is to provide those services which will enable South Carolina to control health care costs with the knowledge that the state's financial resources are limited.
- The LGOA must develop evidence-based decision-making processes and to obtain resources necessary to meet the current and future needs of our state's seniors.
- The LGOA faces the challenge of connecting a 35-year old service system into one that is market-driven and provides consumer choice.
- The LGOA must continue to educate citizens regarding planning for retirement, health care, and the potential need for long term care. The government cannot provide for all needs in retirement. Resources will be limited, therefore, the responsibility rests with the individual to plan for quality of life. The LGOA must make available reliable and appropriate information for informed decision-making and planning.

### B. Limited Resources and a Growing Population in Need of Services

The senior population service providers had to make difficult choices concerning which seniors to serve. Volunteers were not able to afford the gasoline necessary to deliver meals and provide transportation. As a result, service providers were forced to reduce service provision for the frailest, most vulnerable segment of the population. This problem was made even worse by a steady decline in bingo revenues used to fund home and community-based services. The General Assembly provided significant relief for FY 07-08 through a \$2,900,000 supplemental appropriation for home and community based services. This was a major step toward addressing current needs of our state's senior population. The General Assembly addressed the decreasing Bingo Revenue for senior service by guaranteeing a base of at least \$600,000 annually for home services. Based upon the latest federal data available (2004), South Carolina serves 4.12% of all seniors 60 and older, as compared to the southeastern average of 9.41%.

### C. Health Care Needs of the Aging Population

South Carolina must plan to meet the aging population's health needs to support a sustainable quality of life. Poor health and disabilities are not inevitable consequences of aging. To meet our health needs we must focus on prevention services for chronic diseases rather than expensive institutionalization.

Senior health issues have less to do with funding, since 97% are covered by health insurance, and more to do with lack of access to preventative services and failure to adopt a healthy lifestyle. Although covered by Medicare, only one third of older Americans are receiving the benefits of immunizations and cancer screening.

One in seven seniors in South Carolina live below poverty level, and is dually qualified for Medicaid and Medicare coverage. Another group, with incomes less than 200% of poverty, may qualify for Medicaid coverage for long term care needs.

**D. Family Caregivers**

There are 560,000 family caregivers in South Carolina who provide 610,000 hours of care per year at an estimated value of over \$5.5 billion. Annually 15% of the workforce becomes full-time caregivers. When 1,500 caregivers stop working, \$22 million in purchasing power is lost to the SC economy. Without caregivers, 50% of care recipients would go to a nursing home and cost the state \$7.4 million in state funds to provide Medicaid nursing home care for one year.

**E. Transportation**

Transportation is critical for seniors to remain independent. The Councils on Aging (COA) and the Area Agencies on Aging (AAA) participate in the State's efforts to coordinate transportation services at the local level even though funding sources are limited and fuel prices have increased. Innovative non-profits like the Independent Transportation Network in Charleston provide service for seniors and people with visual impairment at a nominal expense to the clients. The LGOA awarded a grant to the Five Points Wheels Project through the Eldercare Trust Fund to fund transportation for Columbia area senior citizens.

**F. Increasing Number of Alzheimer's Cases**

As of July 2008, there are over 50,000 persons in South Carolina that have Alzheimer's disease, based upon the Alzheimer's Resource Registry (the Registry has data on only those who have been diagnosed). By 2030, it is expected that 90,000 South Carolinians will have Alzheimer's disease. The average lifetime cost of care for an Alzheimer's patient is \$174,000. The cost to individuals, families, Medicare, Medicaid, insurance companies and businesses would be \$15.7 billion. With a 3% inflation factor, the cost would double to \$31.4 billion.

It is projected that 24,453 of the 90,000 estimated persons with Alzheimer's disease and Related Dementias would be in a Medicaid nursing home bed in 2030. The cost would be \$74,000 per person, or \$1.8 billion and \$543 million in state funds, assuming a 3% annual inflation rate.

**G. Work Force Shortages**

As the baby boomer workforce ages, South Carolina will face a growing shortage of workers in service-related fields including physicians, nurses, health care workers, teachers, and government workers. This shortage will create significant barriers to meeting the needs of seniors. The state's business community must create incentives to meet this shortage. As baby boomers retire, employers must plan to prevent loss of knowledge by transferring it to other staff through cross training so that their organizations can remain effective.

**H. Business Opportunities and Challenges**

The influx of affluent, in-migrating seniors has created a growing need for services, opportunities for creation of new businesses, and expansion of existing organizations. Research conducted by the Center for Carolina Living shows that many in-migrants bring assets of \$800,000 to \$1,000,000, and pre-move households have annual incomes of \$119,000 (2005 survey). About 80% of new in-migrants are college-educated and 14% start new businesses in South Carolina.

**1.5 How the Accountability Report is Used to Improve Organizational Performance**

The report is distributed to LGOA staff, Advisory Board members, and AAA directors. It is placed on the agency's website for the public to view. It is a resource for communicating agency performance and achievements. It focuses on organizational assessment, performance improvement, and orientation of new staff. Externally, it is used to communicate agency performance to state and federal governments. It is particularly critical for the South Carolina General Assembly because of its role in the annual budget process.

**SECTION II: ORGANIZATIONAL PROFILE****II.1 Main Products, Services and Primary Delivery Method**

Lieutenant Governor André Bauer is the chief advocate for seniors in South Carolina. The LGOA is designated as the State Unit on Aging (SUA), responsible for administration of all OAA funds and annual state appropriations. The LGOA focuses on program planning and advocacy for seniors in South Carolina. Key components are as follows:

- **Long Term Care Ombudsman** program (includes the Friendly Visitors Program)

- **Elder Rights:** Legal service development, elder abuse prevention, advanced directives
- **Aging Services:** Nutrition; transportation; home care; adult day care; health promotion and disease prevention programs; insurance counseling (including Medicare Part D); education and training; legal services; Family Caregiver Support, the Alzheimer's Resource Coordination Center (ARCC), and Information, Referral and Assistance (IR&A) services and emergency rental assistance.
- **Policy, Planning, and Reporting:** Activity Based Budget, Lt. Governor's Office Budget Request, State Accountability Report, federal NAPIS report, Performance Outcomes Measurement Project Grant, Duke Endowment SC Seniors' Cube Grant, Lieutenant Governor's Office on Aging Strategic Plan, and SC Mature Adults Count Reports
- **Consumer Information and Caregiver Services:** Aging and Disability Resource Centers, and Systems Transformation
- **Public Information:** including disaster planning and preparedness
- **Administrative Services, Financial Management, and Information Technology:** *SC Access*, and the annual Summer School of Gerontology.

The LGOA is required by law to allocate funds to the ten AAAs who are responsible for data system accounting for regional planning, resource coordination, assessment and oversight of a coordinated service delivery system. The AAAs competitively procure a wide range of home and community-based services delivered locally.

Sixty-three (63) local service contractors provide a wide range of the above specified services to seniors throughout the state.

## II.2 Key Customer Segments and Their Key Requirements/Expectations

- All seniors in South Carolina, their families and caregivers: services for their needs and advocacy for their concerns
- The Lieutenant Governor: cost effective administration
- The General Assembly: cost effective administration to meet/address the needs and interests of seniors, their families, and taxpayers
- Area Agencies on Aging: provide regional services for caregivers and residents of LTC, oversight, guidance, and financial and advocacy support
- Residents of long term care facilities and their families (includes nursing facilities and residential care facilities): provide information, assistance, and protection
- Residents of DDSN and DMH facilities: information and assistance, protection from abuse and neglect and exploitation in partnership with the State Law Enforcement Division
- Local service contractors: administrative oversight, guidance, and financial and advocacy support in partnership with the Area Agencies on Aging
- Communities: information and assistance and grants where appropriate and possible.
- Providers of supplies and equipment: Provide efficient reimbursement

## II.3 Key Stakeholders

- Seniors, their families and caregivers
- Federal, state, and local government agencies
- Communities and Local Chambers of Commerce
- AARP
- Persons with disabilities and disability advocates
- Silver-Haired Legislature
- State agencies, colleges and universities
- Courts
- Providers of supplies and equipment
- Hospitals and Long term care facilities

## II-4 Key Suppliers and Partners

- Seniors, their families and caregivers
- Federal, state and local government agencies
- Service providers
- Communities
- Advisory Boards



- Colleges and universities
- Information technology providers

**II-5 Operation Location**

The Office of the Lieutenant Governor: the State House; the LGOA: 1301 Gervais St., Suite 200.

**II-6 Number of Employees**

The Office of the Lieutenant Governor and the LGOA are currently authorized fifty-three (53) Full Time Equivalents (FTEs) and two (2) Temporary Grant Positions. Of these, forty-six (46) FTEs are classified and seven (7) are unclassified.

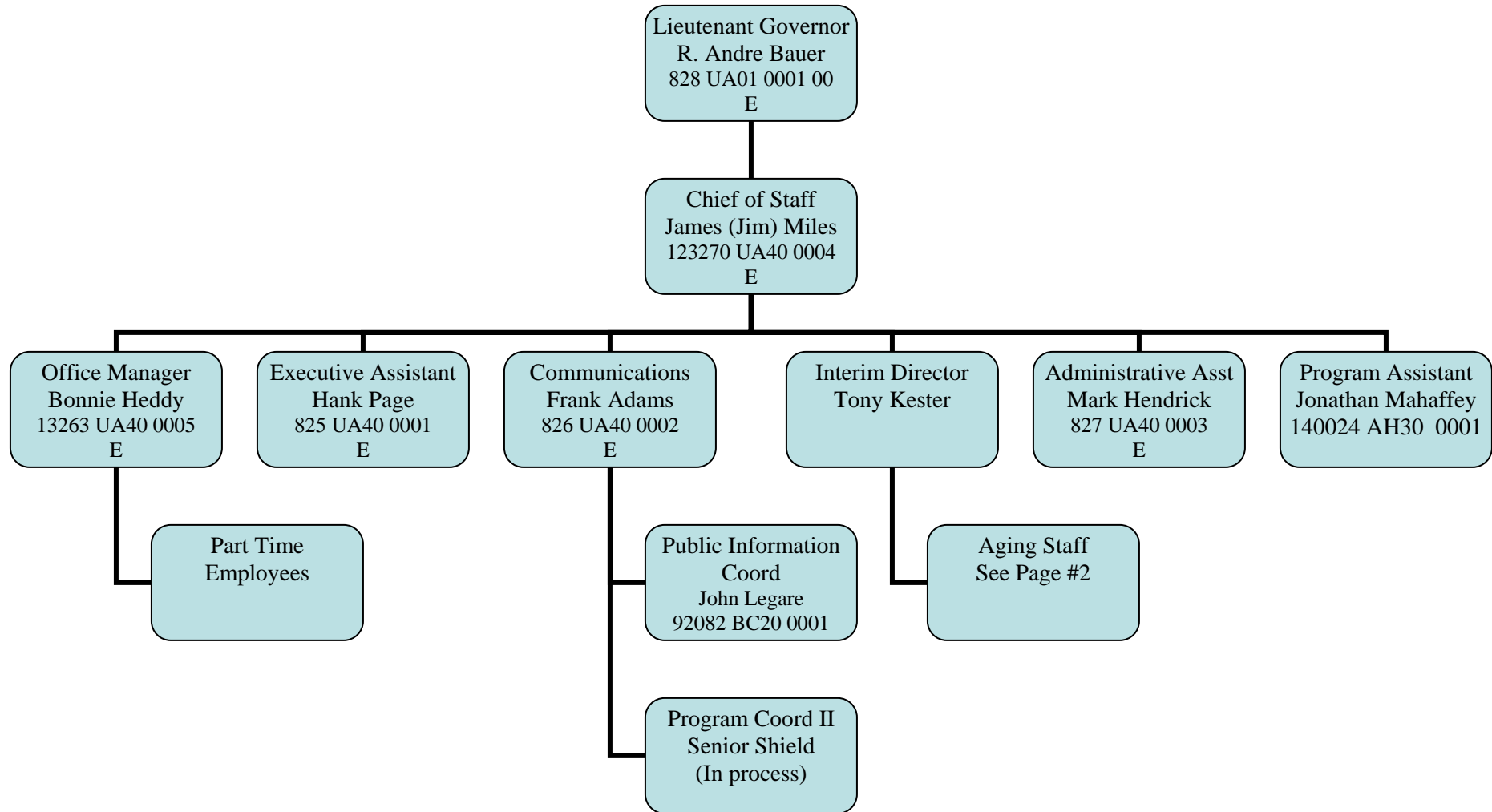
**II-7 Regulatory Environment under Which the Agency Operates,**

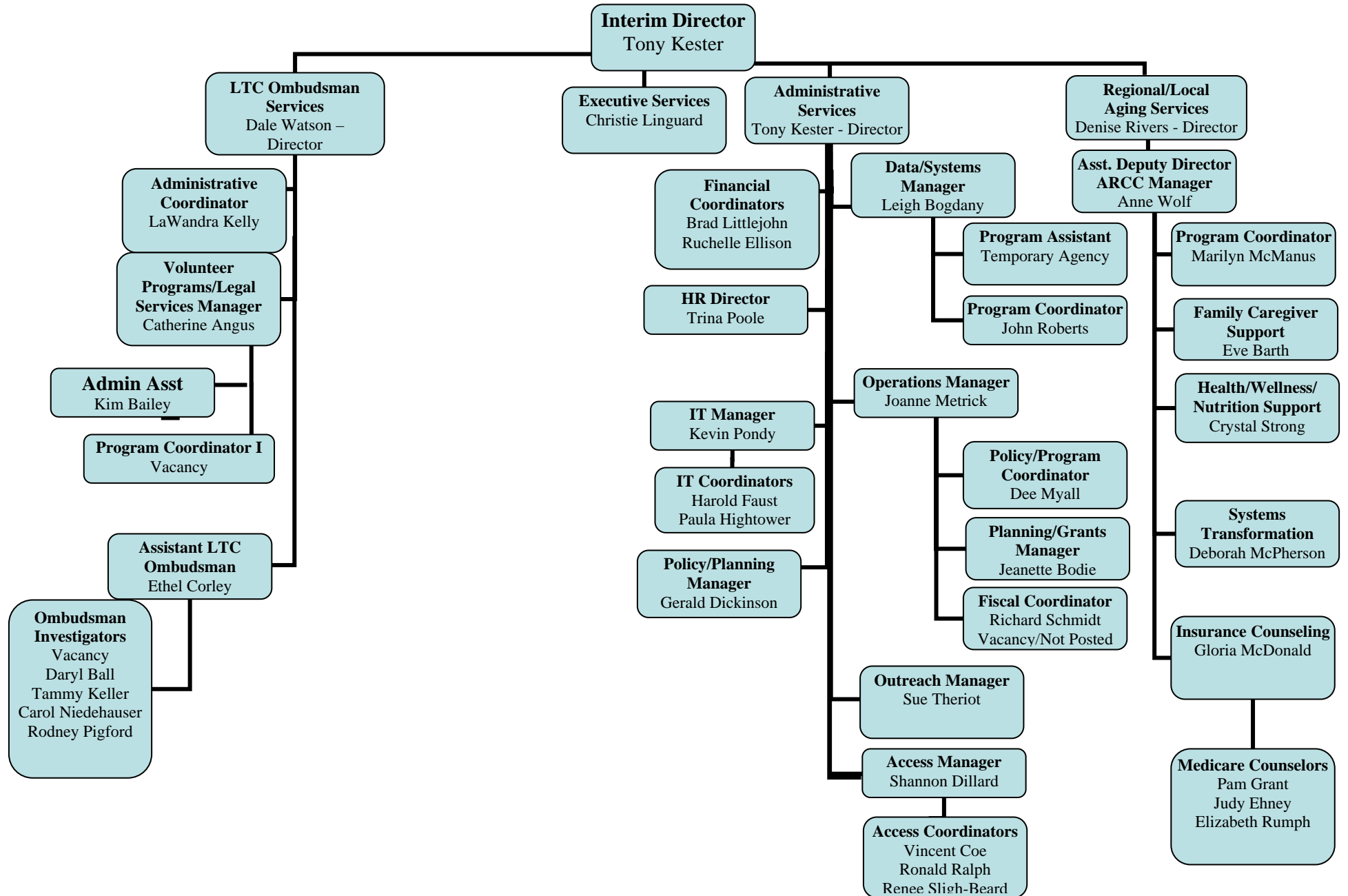
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**II-8 Performance Improvement System**

Performance improvement starts with the individual's Employee Performance Management System (EPMS) through defined goals and objectives laid out in the strategic planning process. The agency constantly monitors progress through attainment of its mission, goals and objectives.

## II-9 Organizational Structure Office of the Lieutenant Governor





**II.10 Expenditures/Appropriations Chart**

**Accountability Report Appropriations/Expenditures Chart**  
**Base Budget Expenditures and Appropriations**

Major Budget Categories	FY 06-07 Actual Expenditures		FY 07-08 Actual Expenditures		FY 08-09 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$2,359,582	\$1,421,886	\$2,427,884	\$1,498,200	\$2,646,935	\$1,562,430
Other Operating	\$1,015,335	\$427,550	\$1,058,288	\$446,248	\$1,636,550	\$566,893
Special Items	\$287,200	\$287,200	\$204,395.00	\$204,395	\$305,000	\$305,000
Permanent Improvements	\$0	\$0	\$0	\$0	\$0	\$0
Case Services	\$153,205	\$0	\$170,189	\$0	\$500,000	\$0
Distributions to Subdivisions	\$22,106,137	\$2,113,977	\$23,079,704	\$2,305,613	\$27,381,484	\$1,920,981
Fringe Benefits	\$624,810	\$375,490	\$655,090	\$404,564	\$769,286	\$455,188
Non-recurring	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$26,546,269	\$4,626,103	\$27,595,550	\$4,859,020	\$33,239,255	\$4,810,492

**Other Expenditures**

Sources of Funds	FY 06-07 Actual Expenditures	FY 07-08 Actual Expenditures
Supplemental Bills	1,314,823	2,847,704
Capital Reserve Funds		
Bonds		

- Key Cross-References link to Category 7 - Business Results by a Chart number that is included in the 7th section of this document.

**II.11 Major Program Areas**

<b>Program Number and Title</b>	<b>Major Program Area Purpose (Brief)</b>	<b>FY 06-07 Budget Expenditures</b>	<b>FY 07-08 Budget Expenditures</b>	<b>Key Cross References for Financial Results*</b>
I. Admin Lt. Governor	Serves as President of the Senate. Provides executive leadership and constituent service.	<b>State:</b> 270,520 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 270,520 <b>% of Total Budget:</b> 1%	<b>State:</b> 262,512 <b>Federal:</b> <b>Other:</b> <b>Total:</b> 262,512 <b>% of Total Budget:</b> 1%	N/A
II.A Office on Aging Admin	Provides leadership, training, and coordination to promote services to seniors.	<b>State:</b> 1,578,915 <b>Federal:</b> 1,328,946 <b>Other:</b> 196,535 <b>Total:</b> 3,104,396 <b>% of Total Budget:</b> 11%	<b>State:</b> 1,681,9360 <b>Federal:</b> 1,337,865 <b>Other:</b> 203,859 <b>Total:</b> 3,223,660 <b>% of Total Budget:</b> 11%	Figure III.7.1 through Figure III.7.1.5
II.B Aging Assistance	Provides funding for seniors in order to improve the quality and length of life.	<b>State:</b> 3,716,001 <b>Federal:</b> 18,547,228 <b>Other:</b> 1,598,137 <b>Total:</b> 23,861,366 <b>% of Total Budget:</b> 86%	<b>State:</b> 5,357,712 <b>Federal:</b> 119,247,461 <b>Other:</b> 1,696,819 <b>Total:</b> 26,301,992 <b>% of Total Budget:</b> 86%	Figure III.7.1.1 through Figure III.7.2.30
II.C Employer Contribution	Provides for Retirement, FICA, Workers Compensation, Health Insurance, and Unemployment Insurance for agency staff.	<b>State:</b> 375,490 <b>Federal:</b> 245,793 <b>Other:</b> 3,527 <b>Total:</b> 624,810 <b>% of Total Budget:</b> 2%	<b>State:</b> 404,564 <b>Federal:</b> 247,841 <b>Other:</b> 2,685 <b>Total:</b> 655,090 <b>% of Total Budget:</b> 2%	N/A

**Below: List any programs not included above and show the remainder of expenditures by source of funds.**

<b>Remainder of Expenditures:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>	<b>State:</b> <b>Federal:</b> <b>Other:</b> <b>Total:</b> <b>% of Total Budget:</b>
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## **SECTION III: ELEMENTS OF MALCOLM BALDRIDGE AWARD CRITERIA**

### **III.1 Leadership**

As Lieutenant Governor, André Bauer is the Constitutional Officer responsible for the Office on Aging. Under his leadership, Lt. Governor Bauer is the chief advocate for senior citizens in South Carolina. The Honorable James Miles is the Chief of Staff for the Lieutenant Governor's Office. Tony Kester was named Interim Director of the LGOA in 2008. The Executive Management Team includes the deputy directors for Long Term Care Ombudsman, Aging Services, Administration, Public Information, and Policy and Planning manager.

The agency's improvement efforts require strong leadership. Senior leaders continue to examine and evaluate all practices and procedures in all program areas to address the impact of internal and external factors. This is accomplished through on-going attention to formal and informal feedback.

#### **III.1.1 How do senior leaders set, deploy, and communicate (a) short and long-term direction & priorities, (b) performance expectations (c) values (d) empowerment and innovation (e) organizational and employee learning (f) ethical behavior?**

The LGOA Executive Management Team (EMT) meets weekly; general staff meetings and individual divisions meet monthly. Short and long-term priorities, information on agency initiatives, progress on meeting objectives and any causes of concern are addressed at each level. Position descriptions and EPMS planning stages for all staff focus on these issues.

#### **III.1.2 How do senior leaders establish and promote focus on customers and stakeholders?**

The LGOA actively promotes a focus on customers and stakeholders and has developed coalitions and partnerships with stakeholders to maximize customer focus. Input and involvement from multiple partnerships has broadened the outreach of the office. Active partnerships included:

- Aging Advisory Council appointed previously by the Governor, but now by the Lt. Governor since the proviso was codified.
- Lieutenant Governor André Bauer's Task Force on Senior Fraud and Scams
- Coalition for Successful Aging formed to serve as an adjunct to the Care Commission
- ARCC Advisory Council appointed by the Governor
- The ElderCare Trust Fund Advisory Board
- Systems Transformation Grant Advisory Committee
- Silver Haired Legislature
- AAA Directors
- Local service contractors
- South Carolina Seniors' Cube Statewide Steering Committee
- AARP State Office
- Geriatric Loan Forgiveness Advisory Board
- Alzheimer's State Plan Task Force (Purple Ribbon Task Force).
- \* Proviso 73.7 suspends the meeting requirement for the Coordinating Council and the Long Term Care Council.

#### **III.1.3 How does the organization address the current/potential impact on the public of its products, programs, services, facilities and operations, including associated risks?**

The LGOA's Manual of Policies and Procedures for Aging Services incorporates policies, standards and procedures required by the OAA, related federal regulations issued by the AoA and the US Department of Labor, and other applicable federal and state regulations. For example, it includes specific standards for food service delivery to ensure that all food served to seniors by service providers is safe and nutritious. It contains a detailed scope of work and quality assurance standards for all aging programs and services. Contractors are audited on these standards annually. Competitive procurement of services ensures that the LGOA obtains the highest quality, cost effective services available in an on-going effort to procure services at the most reasonable price, to maximize services available to South Carolina's seniors and their caregivers.

#### **III.1.4 How do senior leaders maintain fiscal, legal, and regulatory accountability?**

The OAA intends that the LGOA ensures accountability for federal funds. This is accomplished by the following:

- Developing and maintaining program policies, procedures, and standards
- Developing a formula for distributing funds to the regional programs
- Maintaining the confidentiality of program data and information at all levels
- Maintaining a statewide reporting system
- Preparing and distributing the annual Accountability Report
- Monitoring fiscal, legal and regulatory requirements
- Monitoring all funding requests, conducting audits and site visits

### **III.1.5 What key performance measures are regularly reviewed by your senior leaders?**

#### **Aging Programs and Services**

- Number of persons using I/R&A, and Family Caregiver Support programs
- Number of new or expanded respite programs developed by ARCC grant seed money
- Number of persons served with respite or educational programs through ARCC grant sites
- Number of outreach and community education events
- Number (%) of consumers reporting satisfactory experiences with I/R&A services
- Number of persons served by OAA services
- Number of persons enrolled in evidence-based health prevention programs
- Number of persons participating in the Senior Employment Program (Title V)
- Number of seniors reached by medication management activities
- Number of quality assurance deficiencies found and number of deficiencies rectified
- Number of seniors receiving Medicare prescription drug program (Part D) information
- Number of senior center, ElderCare Trust, and ARCC grants funded
- Number of persons counseled annually by the I-CARE and Medicare fraud programs
- Number of seniors receiving home and community-based services through Supplemental State Funds

#### **Long Term Care Ombudsman**

- Number of cases opened and closed by Long Term Care Ombudsmen
- Number of facility trainings and community education sessions conducted
- Number of consultations to facilities and individuals
- Number of friendly visits made to facilities

#### **Elder Rights**

- Monitor guardianship and conservatorship proceedings in Family Courts
- Monitor number of facilities and volunteers recruited and trained for the Friendly Visitors Program

#### **Planning and Education**

- Number of inquiries to the LGOA web site and the *Mature Adults Count* web site
- Number and dollar value of grants received to enhance research based decision making

#### **Administration, Financial Management, and Information Technology**

- Number of persons using *SC Access*
- Number of persons receiving emergency rental assistance
- Number of persons receiving training and education services through the Summer School of Gerontology

### **III.1.6 How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness and the effectiveness of management throughout the organization?**

The LGOA actively practices preventative management by applying the B&C Board's *Human Resources for Supervisory Practices*. The Director ensures that each supervisor's EPMS is tied to the Strategic Plan and the B&C Board's Supervisory Program. Position descriptions and planning stages are updated as necessary to ensure that activities result in successful completion of goals and initiatives. This process continues to reflect employees' duties and responsibilities.

**III.1.7 How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?**

Senior leaders realize that the LGOA will be in a transition mode with senior employees retiring over the next five years. Leaders consider this during recruitment of new employees and their possibility for advancement. Senior leaders regularly consider the performance of middle level staff for promotion. Staff members are encouraged to take courses and attend meetings and conferences with the goal of increasing their knowledge and abilities for future leadership roles. Senior leaders are regularly involved in workforce planning and development of certified training programs, recommending staff to participate in the Certified Program Managers program, and Executive Management Institute with the State Budget and Control Board. Additionally, staff are cross-trained in order that an organization as small as the Office of the Lieutenant Governor and the LGOA can meet the demands of its constituents and meet its mission and goals.

**III.1.8 How do senior leaders create an environment for performance improvement, accomplishment of strategic objectives, and innovation?**

Leaders set examples through performance. The LGOA updates its Strategic Plan annually with its goals and objectives, and also sets specific expectations for achievement of organization goals and objectives through the Employee Performance Measurement System (EPMS).

**III.1.9 How do senior leaders create an environment for organizational and workforce learning?**

Senior leaders set examples through actions and management performance. Leaders work closely with staff in the office and in the field to encourage organizational and workforce learning. Through example, the leaders ensure an environment that is conducive to efficient workforce learning.

**III.1.10 How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?**

Senior leaders are expected to actively engage and communicate with the workforce and motivate through example and their leadership knowledge. The LGOA EMT meets weekly so there is a constant flow of information to keep all leaders informed. Leaders provide the workforce information, as well as on-going presentations on senior issues and agency activities. Staff is encouraged to participate and engage leaders at the monthly staff meetings and weekly division meetings. Several times each year staff is recognized for accomplishments during staff appreciation events. Finally, the Director and division leaders all have open door policies and encourage staff to meet with them at anytime.

**III. 1.11 How does leadership actively support and strengthen the communities in which your organization operates? Include how senior leaders and employees contribute to improving these communities.**

Leadership actively supports and strengthens the communities throughout South Carolina by creating partnerships with the AAAs, local service contractors, business groups and the faith based community. Leaders provide information, on-going presentations on senior issues and financial resources to improve the lives of seniors and their families throughout South Carolina. Leaders participate on numerous boards.

**III.2 Strategic Planning**

The strategic planning process is based on the *Planning and Managing for Results* model, an outcomes-based process focusing on agency goals. Senior staff developed the current plan. It was subsequently reviewed by all staff. Each area was charged to develop operational plans with strategies, activities and outcomes related to agency goals. The strategic plan is revised annually.

The LGOA uses analysis of data from its information systems to ascertain basic customer needs. LGOA has a history of active involvement with consumers, caregivers, private providers, community leaders, special interest groups and the public in the formation of goals and objectives.



**STRATEGIC PLANNING CHART**

<b>Program Number and Title</b>	<b>Supported Agency Strategic Planning Goal/Objective</b>	<b>Related FY 07-08 Key Agency Action Plan/Initiative(s)</b>	<b>Key Cross References for Performance Measures*</b>
I. Admin Lt. Governor	Fulfill the constitutional duties of the office of Lieutenant Governor.	Preside over the Senate. Provide leadership to the Office on Aging. Respond to constituent needs. Respond to other needs as appropriate.	N/A
II.A Office On Aging Admin	Effectively and efficiently manage and distribute Older Americans Act and State resources to provide services.	Plan, allocate, and advocate for all Older Americans Act and State resources. Establish and maintain full administrative functions and activities to support the LGOA.	Figure III.7.2.1 through Figure III.7.2.6
II.B Aging Assistance	Improve the quality and length of healthy life for South Carolina's senior population.	Promote opportunities for seniors and their families to exercise more control over the services they receive. Provide programs, education and information to help older South Carolinians prevent or delay the onset of chronic conditions and maintain independence and quality of life	Figure III.7.1.1 through Figure III.7.1.34
II.C Employer Contribution	Establish and maintain full administrative functions and activities to support the LGOA.	State Employer Contributions for health, dental, and unemployment insurance, workers compensation, social security, and retirement.	N/A

\* Key Cross-References are a link to the Category 7 - Business Results. These References provide a Chart number that is included in the 7th section of this document.

### **III.2.1 What is your Strategic Planning process, including key participants, key process steps, and how it addresses:**

#### **(A) Your organization's strengths, weaknesses, opportunities, and threats:**

The LGOA's strategic planning process annually assesses key goals and objectives compatible with the mission and values of the organization. The Strategic Plan reviews strengths, weaknesses, opportunities, and threats on an annual basis. Leadership reviews critical areas where major objectives must be met for the next year through the action plan. During June through August major accomplishments are reviewed and the Strategic Plan is updated prior to the development of the budget request in August and September. The above factors are reviewed based upon comprehensive information gained internally and externally from numerous advisory bodies, other senior advocacy organizations such as the AARP, the Silver Haired Legislature, the General Assembly, and other stakeholder organizations.

#### **(B) Financial, regulatory, societal and other potential risks**

Fiscal accountability is accomplished by adherence to state and federal laws and regulations. The EMT maintains fiscal, legal, and regulatory accountability through active involvement in the day-to-

day operations of the agency. In addition to established audit schedules, both EMT members and program managers review reports and interview staff to determine that goals and initiatives are on target and are in compliance with laws and regulations. Oversight from the legislature and the state budget office is provided as the agency's budget is developed.

**(C) Shifts in technology or the regulatory environment**

The LGOA's Strategic Planning process takes into account shifts in technology and the regulatory environment as required. Technology and regulatory changes are addressed immediately in order that the organization meets efficient operational standards and regulatory and legal requirements.

**(D) Workforce capabilities and needs**

Executive staff and division leaders constantly assess workforce capabilities and needs. The Director monitors the agency's resources and needs to ensure that staff have the tools necessary to achieve the agency's goals and objectives, as well as monitoring success criteria for individual staff members.

**(E) Organizational continuity in emergencies**

The LGOA has a strong organization in place and leaders and workforce fully understand the agency's emergency plan. In the event of a natural disaster or mass casualty, it follows the organization's Disaster Plan that ensures clear accountability and communication. In the event of key leadership being away during an emergency, executive staff meets weekly to keep the agency on target during the emergency. The regional AoA office has recognized the LGOA's Disaster Plan as a model.

**(F) Ability to execute the Strategic Plan**

The LGOA considers execution of the Plan to be based upon available human and financial resources. The process is future-oriented and constantly changes to meet on-going expectations of its key customers, stakeholders, suppliers and partners.

**III.2.2 How do your strategic objectives address the strategic challenges you identified in your Executive Summary? (Section 1, Question 4.)**

The LGOA's strategic challenges addressed in Section 1, Question 4 play an important role in addressing the agency's strategic objectives. Strategic objectives and action plans are a direct result of the LGOA's overall Strategic Plan and are derived from its Mission and Strategic Goals. Each year overall needs are evaluated based upon many information sources (including the strategic challenges in the Accountability Report); objectives and action plans are developed within available resources. New objectives drive development of the budget. Based upon available resources and highest priority needs, the LGOA allocates resources to those objectives and action plans. The strategic challenges of the agency include senior staff retirement and workforce planning, limited resources and an ever growing population in need of services, health care needs of the aging Population, the large and growing number of family caregivers, critical transportation needs, increasing number of Alzheimer's cases, work force shortages as Baby Boomers retire and new business opportunities as the population grows older. All of these challenges were important considerations in developing the list of the strategic objectives below.

**GOAL 1: IMPROVE PROTECTIONS FOR SOUTH CAROLINA'S VULNERABLE ADULTS**

**Strategic Goal 1: Administer the Long Term Care Ombudsman Program as mandated under the Older Americans Act and South Carolina statutes to protect the rights of residents in long-term care facilities.**

**Strategic Objectives:**

1. Protect seniors from fraud and scams through educational programs.
2. Identify, investigate and resolve complaints made by or on behalf of residents in LTC facilities.
3. Expand the Friendly Visitors Program to all ten regions of the state.
4. Educate the community about the LTC needs; provide training for facility staff and councils.
5. Refine the ombudsman reporting system to meet requirements of the Administration on Aging.
6. Assist residents and families in the establishment of Resident and Family Councils.

**Strategic Goal 2: Develop programs for prevention of elder abuse, neglect and exploitation.****Strategic Objectives:**

1. Provide constituent services, conduct seminars and disseminate information on scams and schemes
2. Implement Senior Shield Program for South Carolina businesses and senior consumers.
2. Provide public education to prevent elder abuse, neglect and exploitation.
3. Participate in coordination of services instituted under the State Omnibus Adult Protection Act.
4. Publish information to quantify the extent of elder abuse, neglect and exploitation in the state.
5. Conduct training for facility staff and resident and family councils in the prevention and treatment of elder abuse, neglect and exploitation.

**Strategic Goal 3: Provide Elder Rights and Legal Assistance Programs for the elderly**

1. Provide education and training on elder rights and legal assistance to older individuals.
2. Increase awareness of advance health directives including the *Five Wishes* document through training and education.
3. Develop and implement public awareness campaign regarding schemes, fraud and scams.

**GOAL 2: IMPROVE THE QUALITY OF LIFE AND LENGTH OF HEALTHY LIFE FOR SOUTH CAROLINA'S SENIOR POPULATION****Strategic Goal 1: Promote opportunities for seniors and their families to exercise more control over and access to services they receive****Strategic Objectives:**

1. Coordinate activities of the Lt. Governor's Senior Scams and Fraud Task Force.
2. Provide programs, education and information to protect seniors from fraud and scams.
3. Continue to enhance the activities and operations of ADRCs.
4. Work with ADRC's to continue providing training on planning for long term needs.
5. Continue adding resources for the mental retardation/developmental disabilities population and for traumatic brain injuries to the SC Access database.
6. Update SC Access database for transportation needs and other key areas which serve seniors.
7. Conduct trainings each year to increase the number of nationally certified Information & Referral specialists in the state.
8. Increase SC Access utilization through Public Information & trainings throughout the state targeting older adults, persons with disabilities and caregivers.
9. Work with the Adult Protection Coordinating Council and other partners to develop state-specific information for the Learn About module in SC Access.
10. Continue working with the Lower Savannah ADRC in developing the mobility center.
11. Work with DHHS in development and testing of the methodology for prioritization of individuals interested in receiving services from CLTC's Community Choices waiver.
12. Work with AssistGuide software in the development of new electronic application forms (eforms), such as Aged, Blind and Disabled (ABD) and market the existing Medicaid and GAPS eforms.
13. Continue and enhance development for integration of data systems by building bridges between systems and purchased software with existing aging programs.
14. Provide training/technical assistance meetings annually for the Regional Information, Referral and Assistance Specialists so they may maintain their certification in Information and Referral and provide the most accurate information available.
15. Continue serving the needs of South Carolina's senior population by utilizing \$2.9 million in supplemental state funds for home and community based services for seniors.
16. Coordinate the Purple Ribbon Alzheimer's Task Force and finalize a new State Plan for Alzheimer's services in South Carolina.
17. Conduct five training sessions on advanced directives in 2009.

18. Partner with the Adult Protection Coordinating Council to conduct workshops on preventing and identifying elder abuse.

**Strategic Goal 2: Provide programs, education and information that will help older South Carolinians prevent or delay the onset of chronic conditions, maintain independence and quality of life**

**Strategic Objectives:**

1. Provide seniors with health and wellness information and opportunities to participate in activities and programs that promote and encourage physical activity.
2. Continue the Stanford University evidence-based health promotion program (EBHP) for chronic disease self management (Living Well South Carolina program) throughout the state.
3. Continue developing an incentive program for the expansion of EBHP programs statewide.
4. Maintain EBHP website link to statewide classes.
5. Plan and implement the LGOA Health and Wellness Walk each spring at the State House.
6. Provide information on medication management, compliance with physician's orders and medication assistance programs to obtain prescription drugs.
7. Provide grants to organizations to deliver educational programs on the importance of medication management.
8. Assure the provision of nutritional meals and related services to prevent or delay institutionalization.

**Strategic Goal 3: Provide Medicare and Medicaid health care insurance and fraud information to seniors.**

**Strategic Objectives:**

1. Provide current information on Medicare, Medicaid and long-term care insurance.
2. Provide training on identification of Medicare and Medicaid fraud and report suspected fraud to the Centers for Medicare and Medicaid Services.
3. Provide information and assist with Medicare Part-D during open enrollment periods in 2008.
4. Provide current information and counseling on Medicare Part-D.

**Strategic Goal 4: Promote development and utilization of senior centers to provide information and services to encourage socialization, health and education.**

**Strategic Objectives:**

1. Require that senior centers promote physical activity, good nutrition, general health and wellness and assure increased utilization of senior center services.
2. Fund construction, expansion and renovation of senior centers to improve statewide access.
3. Maintain and increase funding to support senior centers and community based services.

**Strategic Goal 5: Support the protection of vulnerable seniors in times of disaster.**

**Strategic Objectives:**

1. Maintain an operational disaster plan in partnership with local entities.
2. Provide leadership and actively participate in the Emergency Operations Center (EOC).
3. Coordinate and deliver services to support seniors impacted by a disaster.

**Strategic Goal 6: Provide information on Alzheimer's disease and related dementias, and seed grants to community organizations to develop educational and respite programs.**

**Strategic Objectives:**

1. Provide trainings for caregivers and professionals who care for persons with dementia.
2. Target underserved communities to expand respite services.
3. Continue providing seed grants to grantees.
4. Assist and support advanced services to persons with ADRD and their caregivers.

5. Coordinate "Purple Ribbon Alzheimer's Task Force" which was enacted through Concurrent Resolution in 2008. Task Force will recommend a new State Plan and provide a final report to the General Assembly.

**Strategic Goal 7: Partner with the Area Agencies on Aging to deliver information, assistance, training, respite and other support services to family members.**

**Strategic Objectives:**

1. Continue development of a flexible, consumer-driven statewide service delivery system by providing regional Family Caregiver Advocates with at least six (6) technical assistance/training meetings per year.
2. Maintain caregiver resources and continue posts on SC Access or agency website.
3. Caregiver Research Committee continues to explore potential grant opportunities to demonstrate the benefit of the Family Caregiver Support Program.

**Strategic Goal 8: Provide emergency rental assistance to eligible seniors.**

**Strategic Objectives:**

1. Distribute funds in accordance with program guidelines to enable eligible seniors to remain in their homes and prevent homelessness.

**GOAL 3: EFFECTIVELY AND EFFICIENTLY MANAGE AND DISTRIBUTE OLDER AMERICANS ACT AND STATE RESOURCES TO PROVIDE STATUTORILY MANDATED SERVICES**

**Strategic Goal 1: Maintain and support a competitive procurement process for services funded by AoA and the LGOA.**

**Strategic Objectives:**

1. Continue the operation of the Senior Community Service Employment Program (SCSEP) statewide.
2. Work with AAA/COG directors on planning projects and the "Senior's First" Committee.
3. Ensure that AAA's negotiate contract renewals with existing contractors with satisfactory performance.

**Strategic Goal 2: Request, plan, and allocate all OAA and State resources.**

**Strategic Objectives:**

1. Complete the Area Plan Update review process with the AAAs.
2. Submit and support the LGOA activity-based budget by August 2008.
3. Submit the detailed budget request by August 2008.

**Strategic Goal 3: Provide administrative support to include accounting, budgeting, payroll and information technology to the LGOA.**

**Strategic Objectives:**

1. Prepare and submit required Federal program and fiscal reports by the due dates established by the various agencies.
2. Maintain a computer network for employees and constituents which allows for communication and exchange of resources both internal and external to the Lt. Governor's Office on Aging.
3. Provide employees with updates to the hardware and software to maximize efficiency and productivity.

**Strategic Goal 4: Monitor sub-grantees to ensure compliance with federal and state requirements.**

**Strategic Objectives:**

1. Develop payment request forms and procedures for use by grantees of the LGOA bi-annually.
2. Continue to site monitor grant recipients for programmatic and fiscal compliance.
3. Ensure that all reporting requirements are met by grant recipients.
4. Provide regular technical support and training to grant recipients to promote the use of best practices.

5. Continue monitoring Supplemental State Funding Plan for home and community based services.

**GOAL 4: PROVIDE INFORMATION, RESEARCH, AND DATA ON TRENDS AND ISSUES THAT IMPACT THE QUALITY OF LIFE OF OLDER SOUTH CAROLINIANS**

**Strategic Goal 1: Increase awareness of aging issues and encourage consensus and support for aging policy changes.**

**Strategic Objectives:**

1. Provide timely updates of events and news for dissemination to the South Carolina Senior Community through an electronic mailing list.
2. Provide periodic updates to Local Aging Services Contractors.
3. Provide pertinent and timely information to the public about aging-related issues, programs and activities of the LGOA.

**Strategic Goal 2: Provide on-going training and educational activities to improve the quality of life for seniors.**

**Strategic Objectives:**

1. Hold the annual Summer School of Gerontology in August 2008.
2. Provide annually a comprehensive overview of aging services in South Carolina.

**Strategic Goal 3: Maintain and enhance research and data collection efforts on the status of seniors and on the effectiveness of services.**

**Strategic Objectives:**

1. Identify emergent national and state issues that improve the quality of life for our senior population.
2. Continue providing data to the Office of Research Services (ORS) to maintain the SC Seniors' Cube for research purposes.

**Strategic Goal 4: Meet federal and state reporting requirements on a timely basis.**

**Strategic Objectives:**

1. Complete annual National Aging Program Information System (NAPIS) report for OAA programs in 2008.
2. Complete other required annual OAA reports annually.
3. Complete the Annual Accountability Report by September 15, 2008.
4. Increase reporting capacity for the Caregiver Data System to provide data required by AoA.
5. Submit AoA's 2009 – 2013 State Plan for South Carolina by August 1, 2008.

**III.2.3 How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure accomplishment of your action plans?**

Program staff are involved in developing an annual work plan incorporating action plans for their program areas. Each division has a detailed action plan that is built into the EPMS planning document for individual staff members. Progress towards outcomes and goals is evaluated through the EPMS process. Executive management monitors progress and revises plans as necessary based on changing needs and available resources.

**III.2.4 How do you communicate and deploy your strategic objectives, action plans and related performance measures?**

The Strategic Plan determines action plans as well as staff position descriptions and EPMS Planning Stages. All employees are made aware of operational plans, and progress on success criteria is discussed routinely at all levels. The LGOA considers many factors in developing its Strategic Plan: organizational challenges and present and future needs are considered as it develops the Activity Based Budget, the Annual Budget Request and the State Accountability Report. All of these are closely correlated with the Strategic Plan.

**III.2.5 How do you measure progress on your action plans?**

Leadership monitors progress regularly through review of the Strategic Plan and all action plans. Specific actions are targeted by timetables and by steps that can be measured. These action plans are incorporated

into the organizational areas and individual EPMS documents. The process is reviewed annually by Executive Management and steps are taken to improve the process as necessary.

### **III.2.6 How do you evaluate and improve your strategic planning process?**

The LGOA is proactive with senior leaders and staff evaluating and working together to improve the strategic planning process. Key objectives and action plans are deployed in the Strategic Plan and action steps are included in individual EPMS forms. The Strategic Plan is communicated by sharing it with stakeholders and partners, by including it on the agency website, and by sharing it with agency staff. The strategic plan is constantly evaluated and monitored by senior staff. Additional evaluation and improvement functions are performed by the individual divisions in consultation with senior staff and the Director. These include:

#### **Administration, Financial Management and Information Technology**

*SC Access Staff* will:

- Expand information for Traumatic Brain Injury and homecare service options, under grant funding from DHEC and DHHS;
- Develop an outreach-training program for older adults and adults with disabilities to be ongoing throughout FY 08-09, and include use of the web-based service directory, access to regional I/R&A Specialists and access to the on-line Personal Care Worker Registry;
- Continue adding South Carolina specific information to the *Learn About* feature in the areas of Traumatic Brain Injury, Elder Abuse issues, disabilities, transportation and work place issues.
- Continue to collaborate with other agencies such as the Adult Protection Coordinating Council, DHHS, United Way 211 and DHEC to pool resources and add information; and
- Promote and refine the remote entry process to increase use by organizations interested in updating their own data contained in the resource database.

The Systems Transformation Grant will accomplish the following:

- Continue expanding *SC Access* and *Learn About* topics for expanded target populations;
- Expand and promote the personal care worker registry;
- Enhance the model for a one stop/call mobility, information, assistance, and management center for the Lower Savannah region, and
- Develop additional e-forms to streamline multiple eligibility processes.

#### **Information Technology**

- Continue building bridges between existing data systems within the LGOA and *SC Access* to reduce or eliminate duplicate data entry.

#### **Policy and Planning**

- Supervise a \$60,000 AoA grant for the third year of the Advanced Performance Outcomes Measurement Project to address potential cost savings from use of OAA funded home and community-based programs to avoid more costly acute care and institutional services;
- Supervise a \$60,000 TDE grant to develop the second phase of a web-based senior's cube in conjunction with the USC School of Public Health and the State Budget and Control Board's Office of Research and Statistics;
- Monitor and provide planning for the \$2.9 million in supplemental funds for home and community-based services; and
- Complete the FY 07-08 Activity-Based Budget and the FY 08-09 LGOA budget request by August 2008.

#### **Aging Services**

- Monitor ongoing Senior Center Permanent Improvement projects
- Update the agency's Disaster Preparedness Manual and Standard Operating Procedures.
- Update the agency's Manual of Policies and Procedures, including updating the scope of work outlines and quality assurance standards for all programs
- Provide insurance counseling and Medicare Fraud Control education statewide
- Participate in the Agency for Healthcare Research and Quality Learning Network to develop, implement and expand evidence-based prevention programs for seniors

**Long Term Care Ombudsman Program**

- Expand Friendly Visitors program to all regions;
- Identify, investigate, and resolve complaints that are made by or on behalf of residents in nursing homes and residential care facilities;
- Develop statewide standards for the delivery of legal assistance for older individuals, and
- Provide education and training on Advance Health Care Directives to community groups and individuals requesting information.

**III.2.7 If the Agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for that plan.**

[www.aging.sc.gov](http://www.aging.sc.gov)

**III.3 Customer and Market Focus****III.3.1 How do you identify your customers and what their key requirements are?**

The OAA intends that the SUA shall be the leader relative to all aging issues on behalf of all older persons in the state age 60 and above. This means that the LGOA must proactively carry out a wide range of functions, including advocacy, interagency linkages, monitoring and evaluation, information and referral, LTC ombudsman, information sharing, planning, and coordination.

These functions are designed to facilitate the development or enhancement of comprehensive and coordinated community-based systems serving communities throughout the state. These systems shall be designed to assist older persons in leading independent, meaningful, and dignified lives in their own homes and communities as long as possible.

Target groups under the OAA: Those eligible individuals identified by the AoA are as follows:

- in greatest economic need;
- in greatest social need;
- considered minorities; and/or
- residing in rural areas.

Every state must create a statewide Long Term Care Ombudsman Program (LTCOP). The primary role of the program is to advocate for the rights and interests of residents of long-term care facilities, and to identify, investigate and resolve "complaints made by or on behalf of residents."

The definition of "resident" is "an older individual who resides in a long-term care facility." (OAA Section 711(6)). The term "long-term care facility" means any skilled nursing facility and residential care facility licensed by the state regulatory agency. Long-standing AoA policy is that ombudsmen may serve disabled individuals under the age of sixty who are living in LTC facilities, if such service does not weaken or decrease service to older individuals covered under the Act. These mandated responsibilities in large part dictate the customers as listed in Section II.3.

**III.3.2 How do you keep your listening and learning methods current with changing customer/business needs and expectations?**

The LGOA uses many mechanisms and resources to identify the needs of seniors. Information gathered aids state, regional and local agencies plan for services to meet the needs of seniors.

The LGOA staff analyze data from *SC Access* searches on the website and requests for referral to services through I&R/A Specialists, Caregiver Support Specialists, and calls coming to the LGOA front desk. AAAs conduct needs assessments and prepare regional plans that are updated annually. Demographic data from the ORS is analyzed to refine the focus on target populations. Information collected on waiting lists for services from local aging service providers is used to direct service dollars. Input from Advisory Committees, the Silver Haired Legislature and a variety of advocacy groups keep the agency's focus on client needs and expectations.

The National Ombudsman Resource Center, located in Washington, DC, provides on-going support, technical assistance and training material to 53 State Long Term Care Ombudsman Programs and their networks of almost 600 regional programs. The Center's objectives are to enhance the skills, knowledge and management capacity of State programs to enable them to handle residents' complaints and represent resident interests. The State Long Term Care Ombudsman, in turn, conducts monthly training meetings



with regional ombudsmen, and conducts an annual certification, re-certification training class for all new and current ombudsmen.

Views of older persons are considered by the LGOA in the development and administration of the aging programs and services. Input is obtained through such means as the following:

- public hearings
- review by advisory committees or other groups of older people
- surveys
- publication of the draft plan and solicitation of written comments

Annually, AAAs conduct needs assessments in preparation for compiling Area Plans. Additionally, the South Carolina State Plan for Aging for 2009-2011 incorporated detailed findings and recommendations from the USC College of Social Work, the Sage Institute, POMP survey results, public forums, and legislative priorities from AARP and the Silver Haired Legislature.

### **III.3.3 How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?**

Data from *SC Access* web site searches are analyzed, as well as requests for referral to services through I&R/A Specialists, and calls coming to the LGOA front desk. AAAs conduct needs assessments and prepare regional plans for services needed. Waiting list information from local aging service contractors are also used to formulate changes to service provision and delivery.

The Ombudsman Program from the outset has recorded and reported data. These data were designed primarily to track patterns and trends within the facilities ombudsmen monitor and are primarily tools for advocacy for change and for describing and measuring program inputs, processes, and output. Outcomes measurement is also tied to the accomplishment of the most important performance measure of the program: protecting residents' health, safety, and rights.

Quality Assurance surveys and Quality Assurance program reviews ensure that programs meet the needs of seniors while providing services and activities that meet a certain standard.

### **III.3.4 How do you measure customer/stakeholder satisfaction and dissatisfaction, and use this information to improve?**

The Lieutenant Governor's Office and the LGOA measure customer/stakeholder satisfaction and dissatisfaction through various ways. The LGOA conducts periodic surveys of clients, holds and attends public hearings, and meets with key advisory committees throughout the year. Input is received from key policymakers such as the Governor, Lieutenant Governor, members of the General Assembly, the AoA, the CMS, granting organizations, seniors, and the many senior service delivery and advocacy organizations. Both positive and negative input is received on a regular basis and senior management meets on a regular basis with advisory groups to improve efficiency/effectiveness of programs and services, and to develop appropriate initiatives to meet the needs and challenges that face the Lieutenant Governor's Office and the LGOA.

### **III.3.5 How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer groups.**

The Lieutenant Governor's Office and the LGOA build positive relationships through customer service and continuous involvement and communication with customers and stakeholders. The LGOA meets on a regular basis with advocacy groups, service delivery organizations, the State AARP, the Silver Haired Legislature, advisory bodies, staff of the general assembly, and associated groups to address its key goals and objectives. The LGOA strives to provide cost effective administration and services to seniors, their families and the taxpayer, while addressing their needs within available resources. The LGOA monitors needs, expectations and results in order to continuously improve its administration, service delivery statewide, and obtaining results meaningful to its customers and stakeholders who are the same individuals and groups.

## **III.4 Measurement, Analysis, and Knowledge Management**

### **III.4.1 How do you decide which operations, processes, and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?**

The Strategic Plan process determines measures of key performance and aligns them with desired outcomes. Outcome measurements, processes, and systems support the LGOA's mission, strategic goals, and objectives. Strategic objectives and action plans are updated on an ongoing basis.

#### **III.4.2 How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision making throughout your organization?**

Data collection and analysis is the first step in strategic planning. Individuals responsible for decision-making are provided with support to assist them. Information gathered in analyzing performance is useful in spotlighting strengths and weaknesses and is used to update the plan. The LGOA divisions use reports to spot trends, project future needs, and address federal requirements. Customer satisfaction surveys are carefully evaluated and used in the consideration of improvements or new services.

The LGOA, in conjunction with the Office of Research and Statistics, has enhanced research-based decision making through the POMP grants and the award of The Duke Endowment grants for the preparation of an interactive web-based seniors' cube (data warehouse) to allow research and analysis of senior issues and programs.

#### **III.4.3 What are your key measures, how do you review them, and how do you keep them current with business needs and direction? List measures only. Include key performance results in Category 7.**

- Aging environment in South Carolina - key demographics
- Characteristics of Aging Clients Based on Assessment for Services
- Funding and Clients Served
- Family Caregiver Support Program and Alzheimer's Resource Coordination Program
- Information and Referral Services
- Ombudsman Program
- Medicare Part D
- Federal and State Funding and Comparative Statistics

#### **III.4.4 How do you select and use key comparative data and information to support operational and strategic decision making and innovation?**

Comparative data is used to assess the effectiveness of aging programs and services as mandated by the OAA. The LGOA also uses comparative data to monitor and address national and regional trends, and to consider improvements in service delivery.

To promote research-based decision-making, the LGOA is leading the development of an integrated data model to select and use comparative data from numerous state and private data sources. Funded by a grant from the Duke Endowment, this project is conducted in partnership with USC Arnold School of Public Health, MUSC, Clemson University, Budget and Control Board Office of Research and Statistics, and AARP.

#### **III.4.5 How do you ensure data integrity, timeliness, accuracy, security, and availability for decision-making?**

The LGOA provides the latest operating system and hardware so that the most recent, fully featured, and secure applications will run quickly and be less likely to diminish data integrity. Downtime is greatly reduced as is the cost to manage systems. The LGOA is also moving to web based applications for access any time from anywhere. Data controls and backups have been centralized. Data resides on a secure server, and reports can be done on up-to-the-minute data.

The LGOA provides information via its web site: online documents are easily searchable and can be downloaded as needed; data is available to everyone quickly and can be accessed at any time from a browser; and an IT professional is always available during business hours to address problems immediately and take proactive measures to keep machines running properly and safely. The LGOA works with software contractors, internal staff and service providers to improve timeliness and accuracy of data for our information systems.

#### **III.4.6 How do you translate organizational performance review findings into priorities for continuous improvement?**

Performance review findings are translated into priorities for continuous improvement through a number of activities: updating of the strategic plan, incorporating the revised goals and objectives into the various organizational action plans, and incorporating them into staff EPMS process. Findings are also reviewed with key advisory bodies and advocacy partners for inclusion into the budget process. Obtaining needed resources is critical to attainment of long term goals and objectives. With the growth of the senior population, key initiatives must be updated as the environment requires in order that continuous improvement can occur.

#### **III.4.7 How do you collect, transfer and maintain organizational and employee knowledge? How do you identify and share best practices?**

The LGOA reorganization process was accomplished to promote the sharing of information and the transfer of knowledge. The *Policies and Procedures Manual for Aging Programs and Services* under the OAA is available on the agency's website.

The LGOA has established a process of cross-training and leadership development to create a seamless transition of leadership as many senior staff retire over the next several years. The LGOA shares data collected through processes noted in III.4.4 and 4.5.

The LGOA identifies best practices through ongoing research, collaboration with its customers, stakeholders, and partners, as well as through attendance at state, regional, and national conferences. Results of findings are shared with staff and the above parties.

### **III.5 Workforce Focus**

#### **III.5.1 How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organization's culture?**

Employees understand how their positions support the agency's mission, values, and strategic objectives and are involved in setting achievable goals and success criteria. Staff are recognized in monthly staff meetings for accomplishments and by individual supervisors on a routine basis. A staff appreciation luncheon is held annually to recognize staff accomplishments. Senior leaders work with staff to foster and promote cooperation, initiative, empowerment and teamwork.

#### **III.5.2 How do you achieve effective communication and knowledge/skill/best practice sharing across departments, jobs, and locations?**

Employees of the LGOA are encouraged to communicate and share skills/best practices with supervisors and upper management. Each Division Deputy Director has a clear understanding of their part of the agency success. Deputies share this information and knowledge with their staff. The Director has an open door policy and encourages dialogue with staff.

#### **III.5.3 How does management recruit, hire, place, and retain new employees? Describe any barriers that you may encounter?**

The LGOA recruits internally when possible and advertises at area colleges and universities, and notifies of vacancies through the State Human Resources Office. Interns are actively recruited from area colleges and universities to be identified as potential applicants in the future.

#### **III.5.4 How do you assess your workforce capability and capacity needs, including skills, competencies, and staffing levels?**

Human Resources constantly monitors its workforce related processes through meetings with supervisors and individual staff. Trends are monitored and processes are modified as necessary to make improvements. Division leaders monitor staffing capabilities and needs, and discuss the needs with the Director.

#### **III.5.5 How does your workforce performance management system, including feedback to and from employees, support high performance and contribute to the achievement of your action plans?**

The proper use of both the position description and the EPMS allows the employee and supervisor to agree upon measurable goals for each individual. The documents can be easily modified when new duties are added, old duties are removed, or current duties need changing.

**III.5.6 How does your development and learning system for leaders address the following?**

- a. development of personal leadership attributes: Staff is challenged to develop solutions and are given flexibility to express themselves.
- b. development of organizational knowledge: Shared through regular staff meetings to discuss changes affecting the organization.
- c. ethical practices: Senior management teaches ethical practices by leading through example.
- d. your core competencies, strategic challenges, and accomplishment of action plans: These functions are taught to staff by agency leadership to challenge them to perform in a way that enhances the operations of the LGOA.

**III.5.7 How do you identify and address key developmental and training needs, including job skills training, performance excellence training, diversity training, management and leadership development, new employee orientation and safety training? How do you evaluate the effectiveness of this education and training? How do you encourage on the job use of the new knowledge and skills?**

Individual training needs are addressed through the EPMS process, formal training opportunities, and attendance at conferences and seminars specifically related to job duties. Staff receives certification training for specific positions such as the LTC ombudsmen and I/R&A specialists.

**III.5.8 How do you encourage on the job use of new knowledge and skills?**

The LGOA encourages use of new knowledge and skills to allow employees to develop new strategies that contribute to the overall mission of the agency.

**III.5.9 How does your employee training contribute to the achievement of your action plans?**

The LGOA utilizes trainings offered by the State Office of Human Resources, professional trainers, as well as internal training opportunities to enhance individual staff skills and knowledge.

**III.5.10 How do you evaluate the effectiveness of your workforce and leader training and development systems?**

The LGOA's system of workforce and leader training and development systems is determined by the quality of junior leaders to fill senior leadership positions through attrition. LGOA leadership successfully trains junior staff to meet future needs.

**III.5.11 How do you motivate your employees to develop and utilize their full potential?**

The LGOA maintains current and up to date EPMS documents on each employee which reflect the mission of the agency. Each employee understands the importance of their position as it relates to accomplishing that mission. Effective supervisory practices allow the employee to excel in areas that they find interesting. Employees are financially rewarded for additional knowledge, skills, abilities, initiative, and accomplishment.

**III.5.12 What formal and/or informal assessment methods and measures do you use to obtain information on workforce well-being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?**

A variety of formal and informal methods are used in individual divisions to determine employee well-being, satisfaction, and motivation. The agency uses tools such as flex time; telecommuting (where advantageous to both the agency and the employee); training; competitive compensation through performance recognition; full staff meetings; division meetings; one-on-one meetings, as well as active participation through the Human Resources Office. Senior leadership determines priorities for improvement based upon a constant feedback process.

**III.5.13 How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?**

The LGOA is preparing staff to assume progressive positions in senior leadership. As senior leaders leave the workforce, the agency looks from within if possible to fill senior positions. In 2008, several members of staff were promoted to positions of greater responsibilities in the agency.

### **III.5.14 How do you maintain a safe, secure, and healthy work environment? (Include your workplace preparedness for emergencies and disasters.)**

The LGOA has an excellent record in Worker's Compensation claims, and monitors staff activities to ensure and promote work place safety. The agency has a staff member designated as disaster coordinator, and has developed a plan to respond to disasters anywhere in the state. The agency is not located in a state facility, but does have an evacuation plan for fire or other catastrophes. In addition, the agency has a security camera and a receptionist that greets and screens visitors.

## **III.6 Process Management**

### **111.6.1 How do you determine, what are your organization's core competencies, and how do they relate to your mission, competitive environment, and action plans?**

The LGOA's core competencies are stated below. These competencies relate to the overall mission of enhancing the quality of life for South Carolina's seniors through advocating, planning, and developing resources in partnership with state and local governments, non-profits and the private sector, individuals, and advocates to meet the future needs of seniors.

- Administering the mandated responsibilities of the Older Americans Act
- Promoting easier access to services and allowing choices for seniors and their families
- Providing programs, education and information to help seniors prevent or delay the onset of chronic conditions that increase the risk of loss of independence and quality of life
- Developing on-going public information/advocacy efforts to allow seniors and their families to make informed decisions and choices about the services they need
- Providing on-going training and education activities to professional staff and seniors
- Providing services that increase social opportunities for seniors; aid in preventing institutionalization; support caregivers and ensure help for seniors in emergencies
- Administering the LTC Ombudsman program as mandated under the OAA
- Developing programs for the prevention of elder abuse, neglect and exploitation
- Providing Elder Rights and Legal Assistance Programs for the elderly
- Planning, allocating, advocating for all federal and state resources
- Establishing and maintaining full administrative functions and activities to support the LGOA
- Enhancing research and data collection efforts on the status of seniors and the effectiveness of services through grant requests and use of available federal and state resources
- Meeting federal and state reporting requirements on a timely basis
- These processes are reviewed on a regular basis through regular Executive Staff review and on-going monitoring of the Strategic Plan for achievement of key goals and objectives. A chart of achievements is kept on an on-going basis so that senior leadership and key advisory bodies are aware of the current status of initiatives and achievements.

### **111.6.2 How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies. How do you ensure these processes are used?**

- Administering the mandated responsibilities of the Older Americans Act
- Promoting easier access to services and allowing choices for seniors and their families
- Providing programs, education and information to help seniors prevent or delay the onset of chronic conditions that increase the risk of loss of independence and quality of life
- Developing on-going public information/advocacy efforts to allow seniors and their families to make informed decisions and choices about the services they need
- Providing on-going training and education activities to professional staff and seniors
- Providing services that increase social opportunities for seniors; aid in preventing institutionalization; support caregivers and ensure help for seniors in emergencies
- Administering the LTC Ombudsman program as mandated under the OAA
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**111.6.3 How do you incorporate organizational knowledge, new technology, cost controls, and other efficiency and effectiveness factors, such as cycle time, into process design and delivery?**

The LGOA uses its information technology effectively to document client counts; provide current demographic data; analyze functional limitations; document unmet needs for services; advocate for services, and ensure allocation of services to those most in need. It also uses information technology to reduce cycle time, or inefficiencies, through implementation of an internet-based registration system for the Summer School of Gerontology, use of "Go to Meeting" software to provide training and hold meetings via the internet, and use of cellular based technology to accomplish work statewide.

The LGOA takes advantage of grant opportunities that enable the agency to achieve research-based decision making and to utilize partnerships with research-oriented university groups to measure customer satisfaction and program effectiveness, such as the USC's evaluation of the Family Caregiver Support Program and survey of people who contacted the AORC pilot site.

**111.6.4 How does your day-to-day operation of these processes ensure meeting key performance requirements?**

Performance is continuously monitored through information systems (*AIM*, *NAPIS*, and *SC Access*). Customer response is used to modify goals and objectives. Constant input from advisory and advocacy groups ensure a focus on key performance measures.

**111.6.5 How do you systematically evaluate and improve your key product and service related work processes?**

The Lieutenant Governor's Office and the LGOA systematically evaluate and improve key products and service-related processes through a strategic planning process, and through the continuous feedback received from the organizations which many customers and stakeholders interact with. New processes and initiatives are developed based upon the continuous review process and from the feedback noted. The key goal is to continually work for organizational improvement in terms of efficiency/effectiveness and product and service improvement.

**111.6.6 What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?**

- Administration of OAA, state and grant funding
- Development and monitoring of quality standards for OAA services
- Provision of information, referral, and assistance on available services
- Management Information System support
- Legislative information and external communications
- Training and certification of service providers
- Investigations of allegations of abuse, neglect and exploitation in LTC Facilities

Process outputs are continuously monitored by management staff. Customer satisfaction data is collected and reviewed, and routine audits are conducted. Changes and improvements are made based on the above reviews.

**111.6.7 How does your organization determine the resources needed to meet current and projected budget and financial obligations?**

The Lieutenant Governor's Office and the Lieutenant Governor's Office on Aging management review available resources in relation to current and future needs and develop the projected budget based upon

information from trends, public hearings and input from various advocacy and provider organizations. The LGOA carefully listens to input from its customers and stakeholders, and develops its budget according to sound business and financial management practices.

### III.7 Results

#### III.7.1 What are your performance levels and trends for the key measures of mission accomplishment and organizational effectiveness?

South Carolina faces an environment where its population is aging and resources are limited. Our environment is one with both opportunities and challenges, and it offers the opportunity for a quality life for our state's seniors if we plan well, administer our resources well, make wise decisions, and encourage seniors to take personal responsibility for their own health and well-being. This section will portray the demographics of aging and show the fiscal constraints in the state. Second, we show the demographics of the seniors that are served through the partnership with our Area Agencies on Aging and local service contractors. We then document success indicators that show our accomplishments and effectiveness as an organization in relation to our mission. Finally, we show additional trends that impact success in accomplishing our goals and objectives.

#### A. Aging Environment in South Carolina

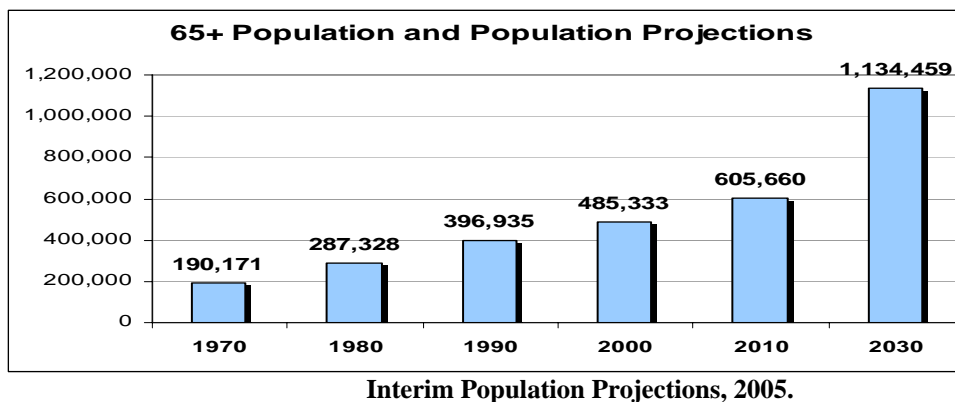


Figure  
Source:

III.7.1-1  
US Census Bureau,

Based upon first time driver's licenses issued to persons age 50 and over, and a significant jump in persons from 2002 - 2006, an estimated 411,596 persons could move to SC by 2012.

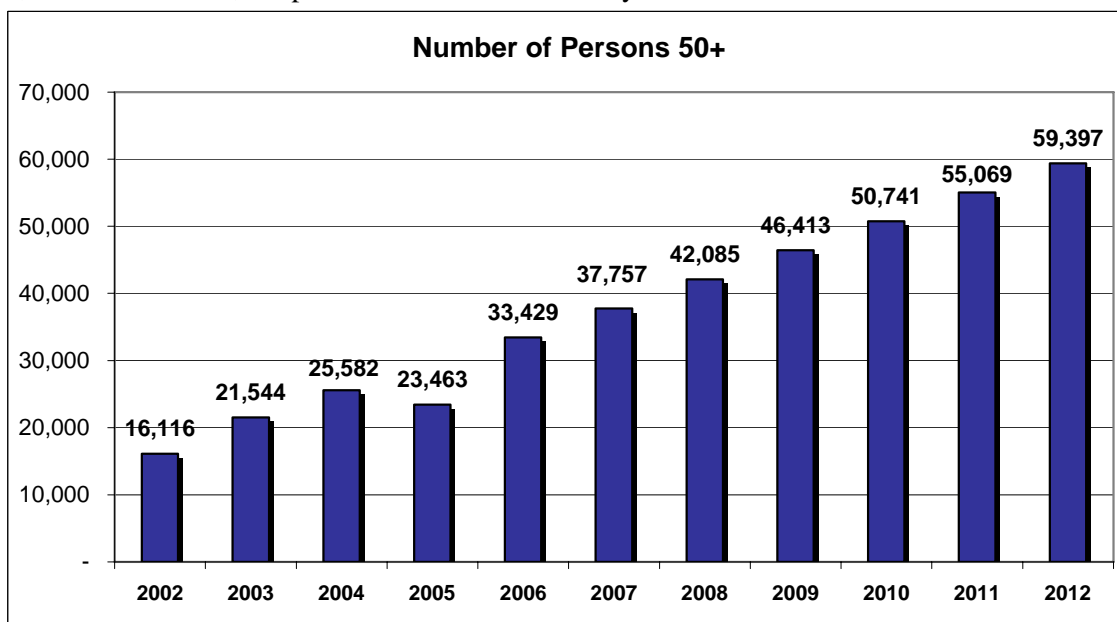
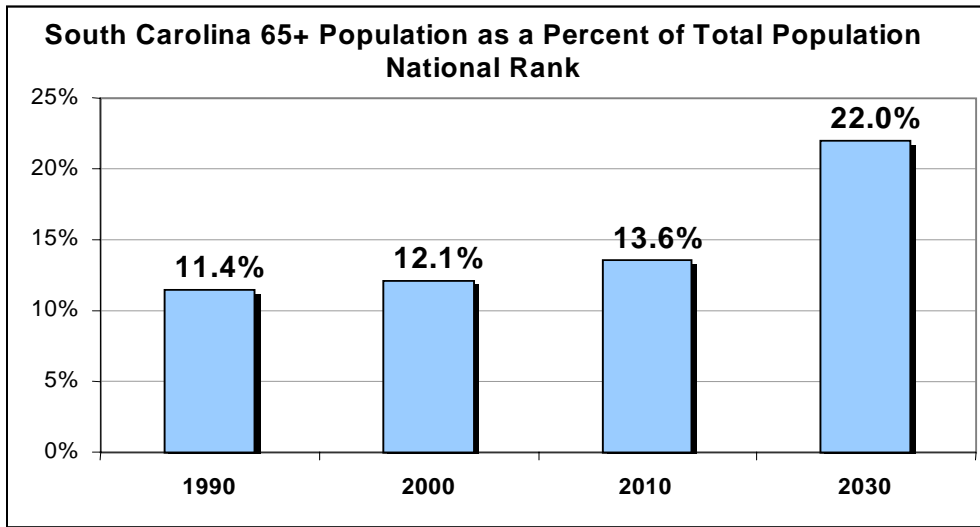


Figure III.7.1-3

**Source: SC Department of Motor Vehicles. Estimate provided by the LGOA**

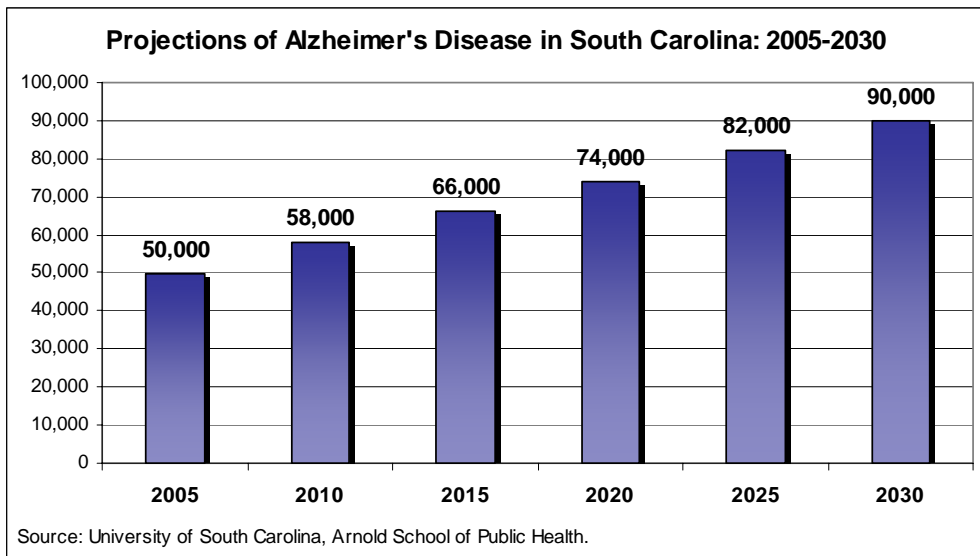
In 1990, South Carolina was 37<sup>th</sup> in the nation for the percent of 65 and over population to total population. By 2030, South Carolina will be ranked 15<sup>th</sup> in the nation.



**Figure III.7.1-4**

**Source: US Census Bureau, Interim Population Projections, 2005.**

In 2008, there were over 50,000 persons in South Carolina 65 and older with Alzheimer's disease. By 2030, it is estimated that there will be 90,000 persons.



**Figure III.7.1-5**

### **Characteristics of Aging Clients Based on Assessment for Services**

**ADLs** are Walking/Mobility; Dressing; Eating; Toileting; Transferring; and Bathing

**IADLs** are Meal Preparation; Light/Heavy Housekeeping; Telephone Use; Money Management; Shopping; and Medication Management

**Lacks Support** means client needs help and/or someone to check on them during an evacuation or disaster OR needs help in caregiver area OR lives alone.

**Below Poverty** means below 100% poverty.

**Nutritionally at Risk** is a score based on assessment of eating habits.

**Mentally Disabled** means Alzheimer's or Related Dementia, Behavioral or Mental Health Problems



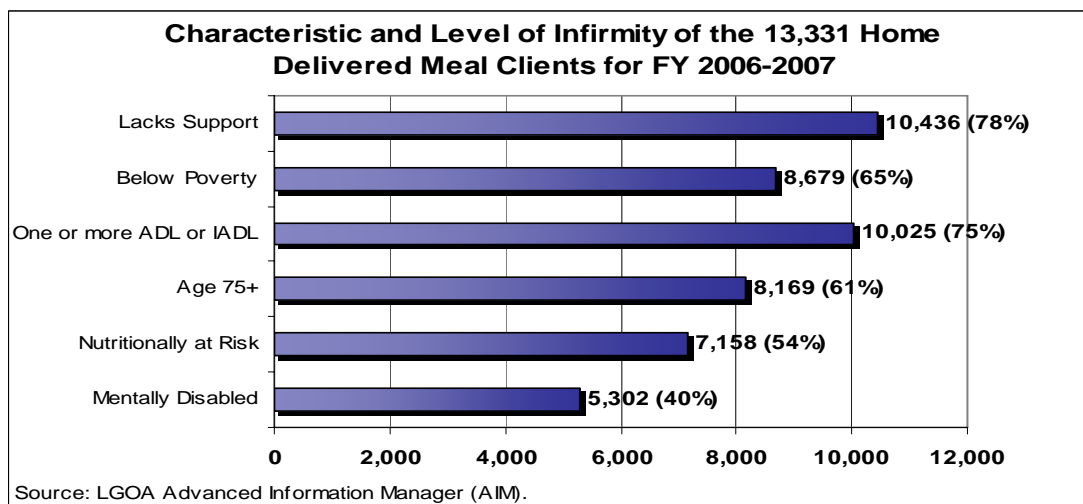


Figure III.7.1-6

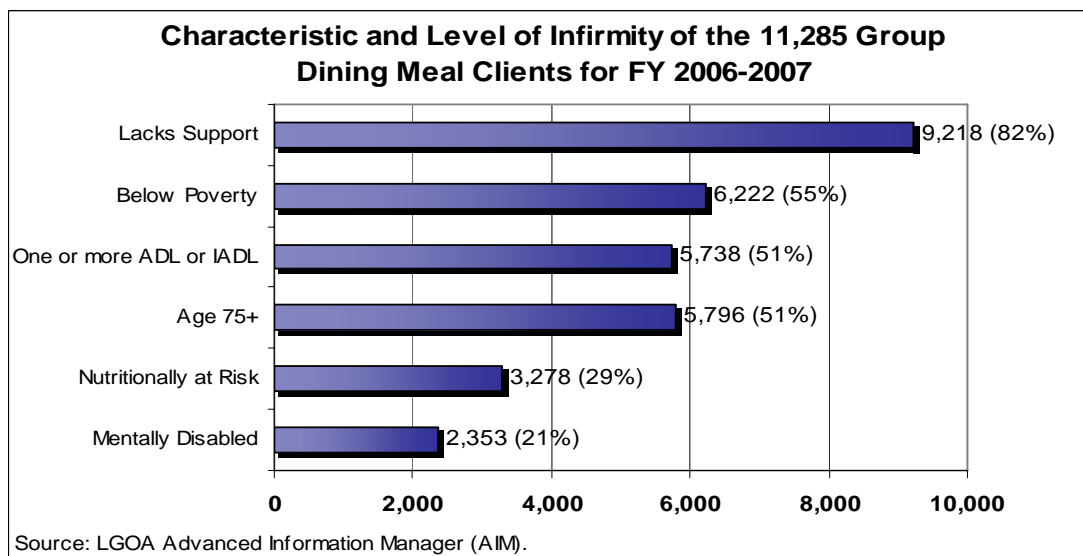


Figure III. 7.1-7

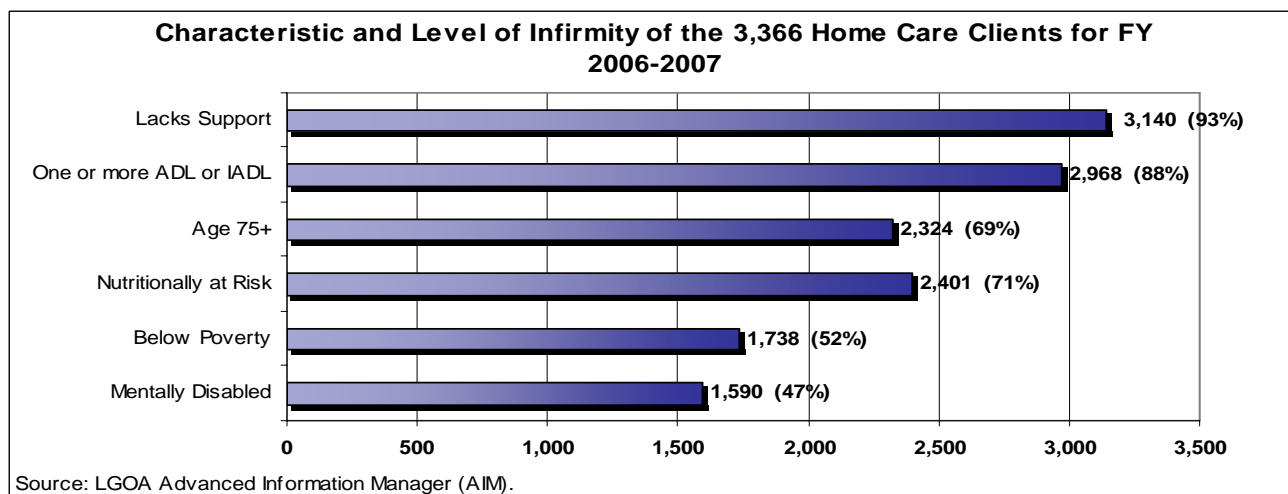


Figure III.7.1-8

The Lieutenant Governor's Office and the LGOA have provided the latest information available in its results section of this year's State Accountability Report. The National Aging Program Information System (NAPIS), the Caregiver

Reporting System, and the National Ombudsman Reporting Systems are compiled based upon federal reporting requirements. Because of this, 2007 data is the latest available. The 2008 data is due January 2009, and is therefore not available for this report. The 2008 data is provided wherever possible for results indicators. The following two charts, Total Funding and Title III Funding show the major services funded under the Older Americans Act, state and all other sources of funding. 91% of all funds are utilized in four services: home delivered meals, group dining meals, transportation and home care. All other services comprise 9% of available funding.

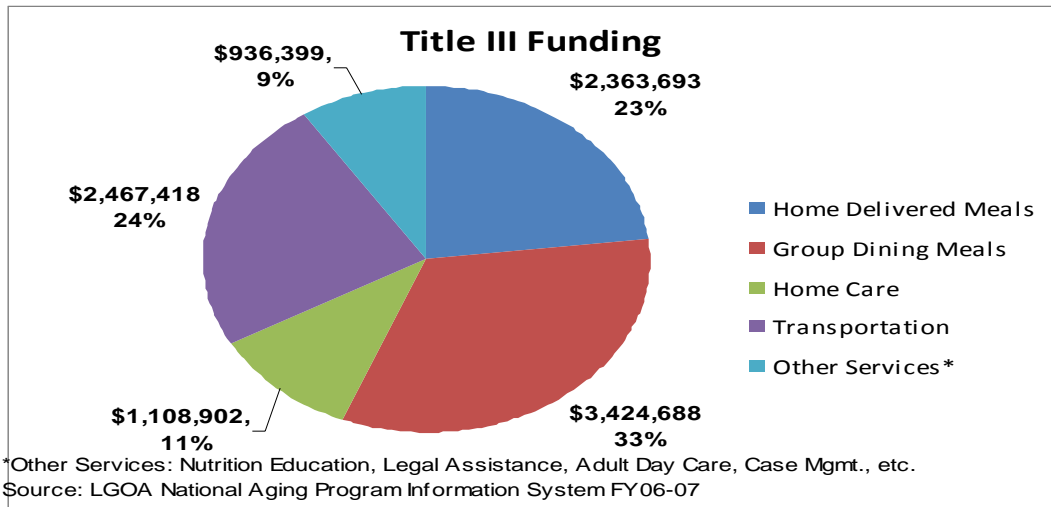


Figure III.7.1-9

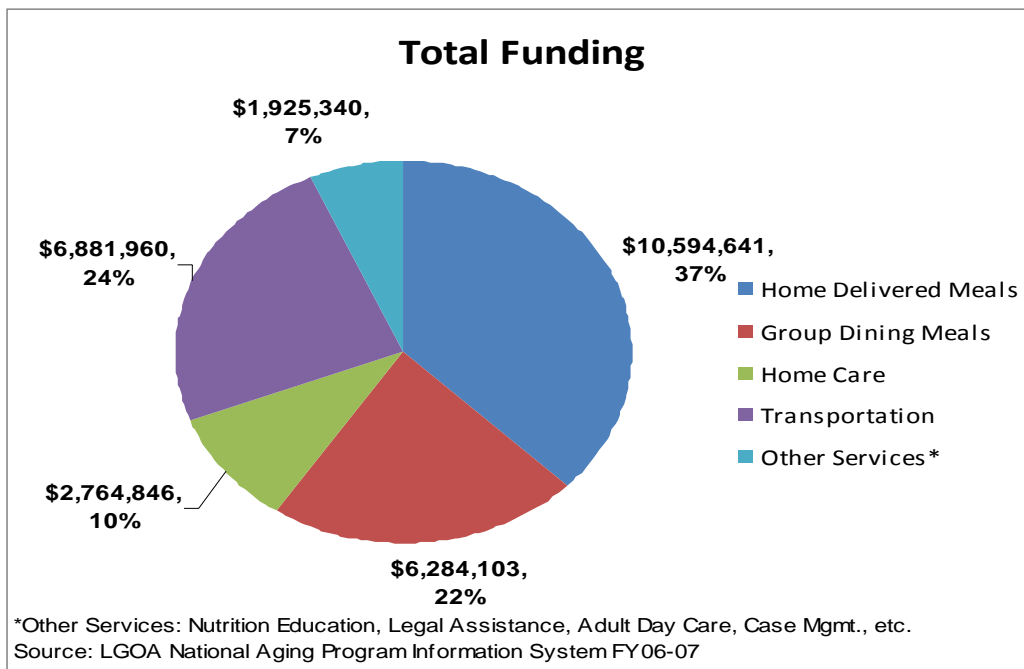


Figure III.7.1-10

The following charts on Older Americans Act services provide a picture of utilization of the core services funded over a period of twelve years. Three charts show the number of clients served, units provided and the change in unit cost over this time period.

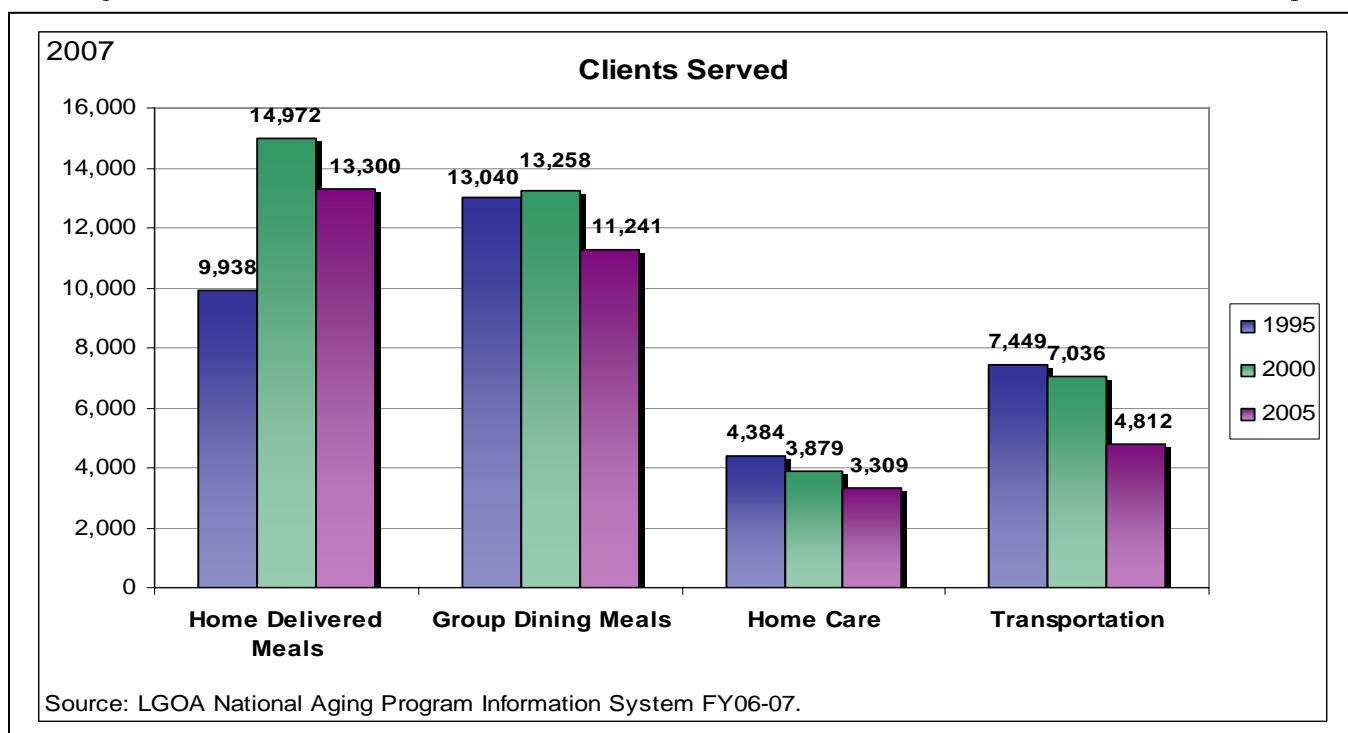


Figure III.7.1-11

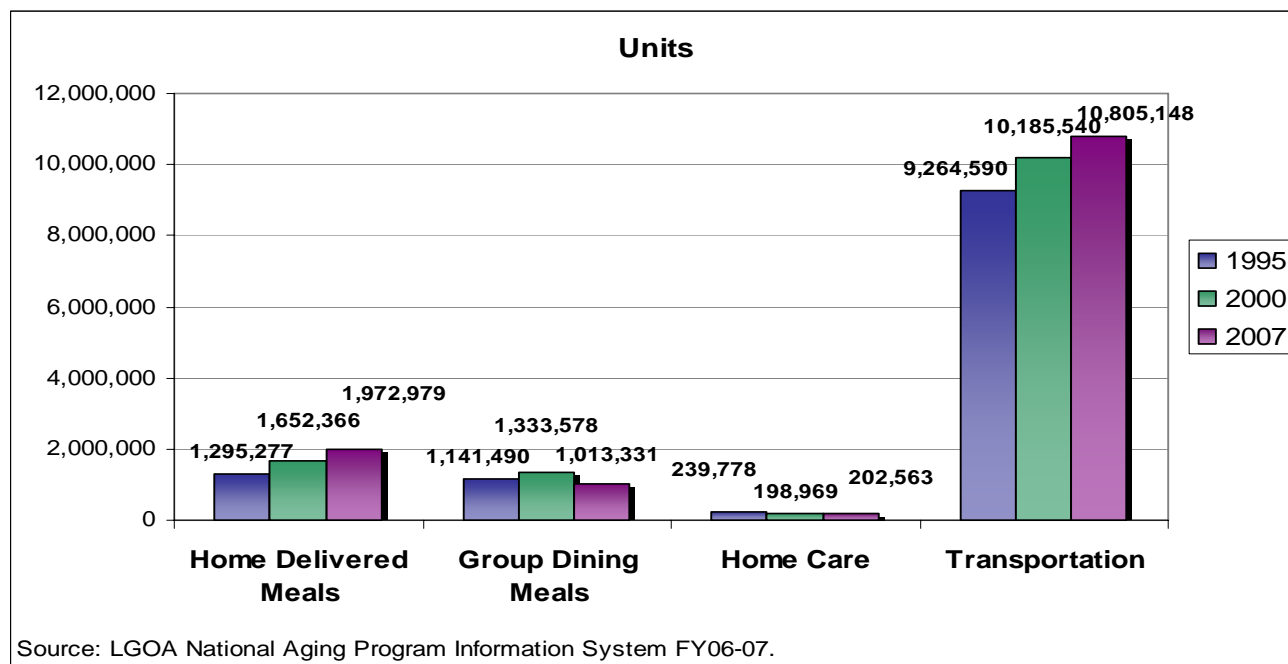


Figure III.7.1-12

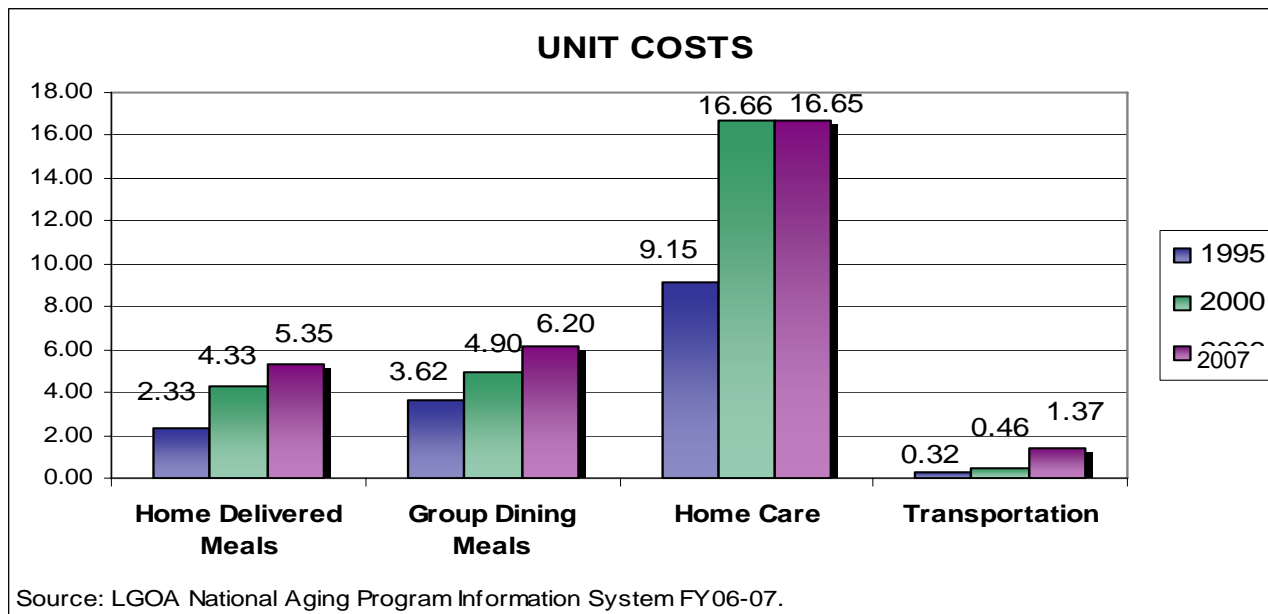


Figure III.7.1-13

**Supplemental State Funds for Home and Community-Based Services.** The Legislature provided \$2.9 million in non-recurring (one year only) funds to the LGOA for home and community based services to South Carolina seniors for FY 2007-2008. As of June, 2008, 7,228 seniors began receiving services statewide. More seniors than anticipated have been assisted due to the types of services provided. A total of \$1,314,823 was spent in the first six months of implementation. An additional 4,000 seniors have been identified and put on the waiting list. In 2007, the LGOA surveyed a significant number of its recipients to see what the impact has been. Some of the findings include:

- 1,097 persons surveyed, 336 responded
- 96.5% thought the quality of the service was very satisfactory or satisfactory
- 98.7% thought the service met their needs
- 90.8% thought the service helped them stay at home
- 58.7% were willing or able to pay for part of their service

The LGOA has also reviewed its *AIM* reporting system for a profile of South Carolina's seniors currently being served by home and community-based services funded by Supplemental State Funds. Of the 7,228 seniors receiving the new home and community based services we see the following:

- 47% are nutritionally at risk
- 86% lack support (need help or someone to check on them during evacuation or disaster, needs caregiver assistance and live alone)
- 54% have incomes less than the federal poverty level
- 47% live alone
- 55% live in rural areas
- 55% are 75 and older
- 36% are 80 and older

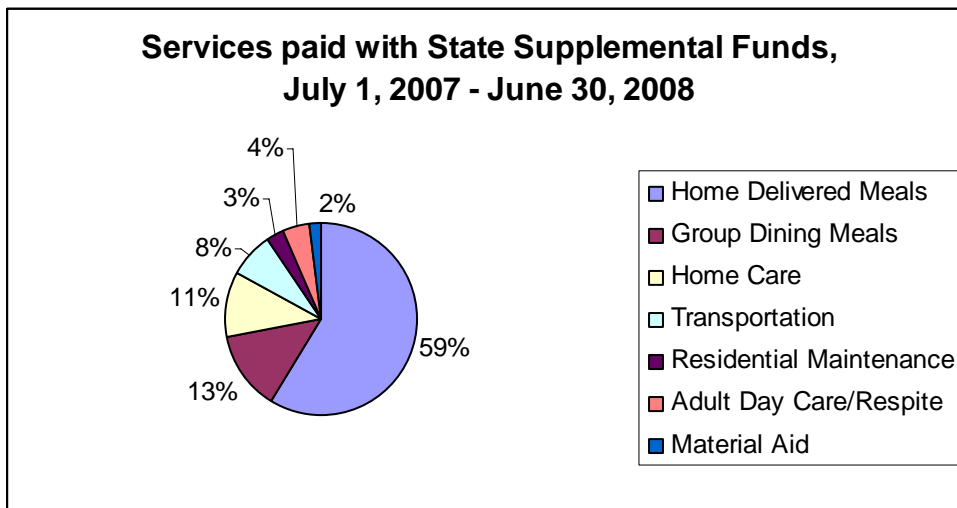


Figure 7.1-14

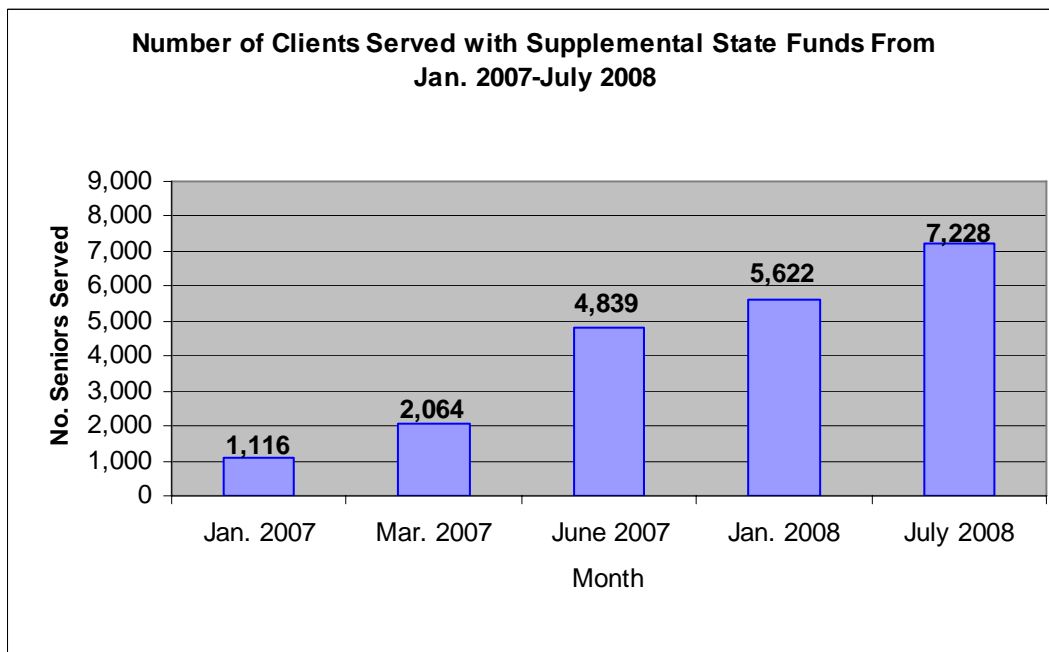


Figure 7.1-15

## B. Success Indicators

**Caregiver Support Services.** In South Carolina, 45% of adults over the age of 65 have a disability, but 80% of these adults are able to remain in their homes and communities due to the care and support of family members. One in five adults is a family caregiver. The FCSP supports family caregivers with information about existing programs and services, caregiver counseling and training, support groups, respite from caregiving, and other supplemental services. These services allow caregivers to continue the hard work of caregiving, delaying or avoiding costly institutionalization.

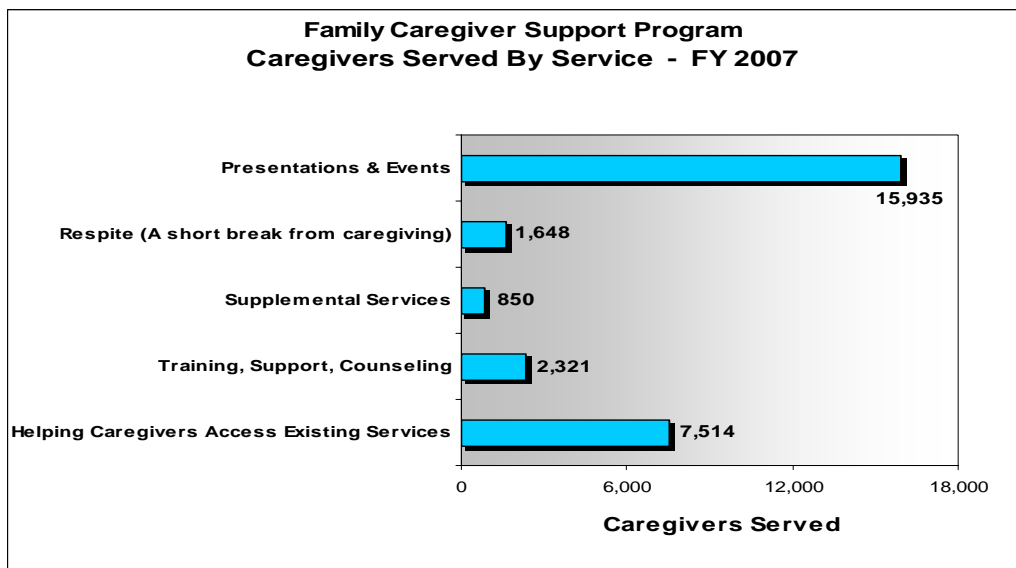


Figure III.7.1-16

Source: LGOA Caregiver Data System

The FCSP accommodates peoples' needs and preferences by offering choice and control over the services they use. Caregivers choose from a menu of services, and may use a small grant (federal, state, and local funds) to purchase respite and/or supplemental services from formal or informal providers; family members may be paid to provide personal care and respite. Caregivers use their funds wisely: in 2007 the average caregiver purchased 90.4 hours of respite, at an average of \$9.08 per hour.

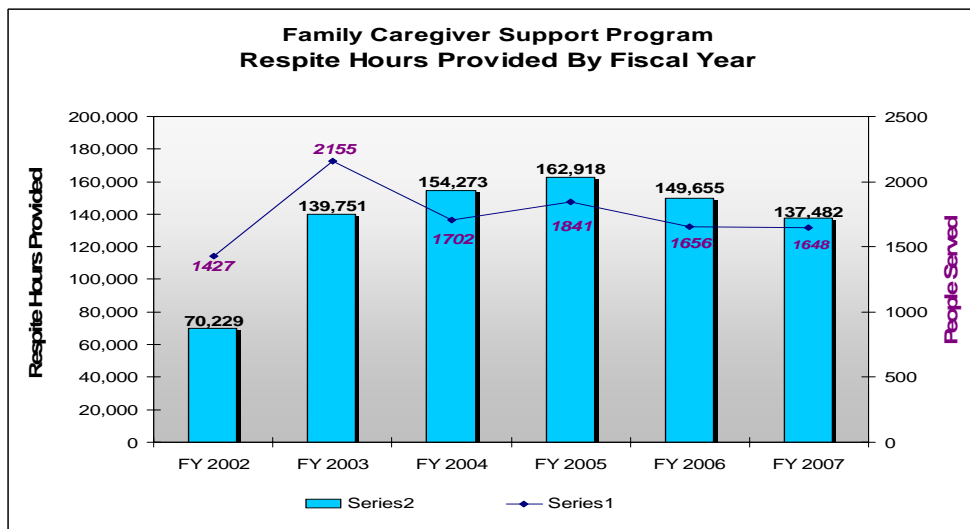
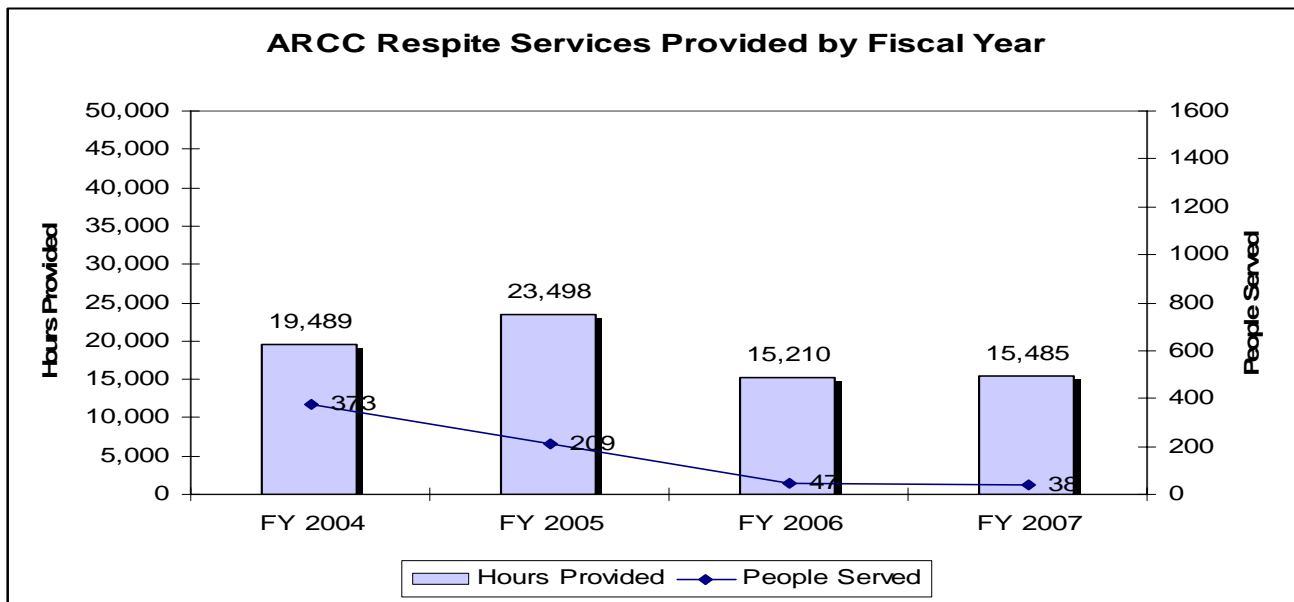


Figure II.7.1-17

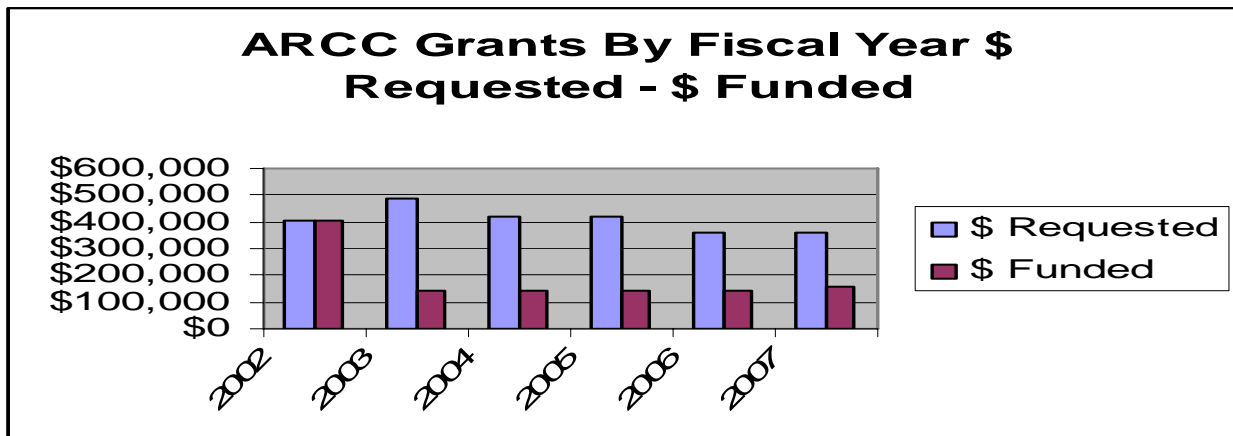
Source: LGOA Caregiver Data System

In FY 07-08, forty-five educational programs were conducted, and sixty-two support group sessions were supported through ARCC grant funds. (ARCC Respite hours and people served numbers will vary each year depending on whether ARCC grants are used for educational or respite programs.)

**Figure III.7.1-18**

Source: LGOA Caregiver Data System

The ARCC provides seed grants to communities to develop or expand supportive services for families coping with Alzheimer's disease or dementias. ARCC grant funds are equally matched with community resources. The number and type of grants awarded varies from year to year.

**Figure III.7.1-19**

Source: LGOA Caregiver Data System Reports

### Information and Referral Services

Information is available through the *SC Access* website, or by contacting an I/R&A Specialist who can provide assistance in linking callers to agencies or in understanding eligibility requirements for publicly supported services. The LGOA provides funding and training for regional I/R&A Specialists located within the AAAs. These specialists are certified through the Alliance for Information and Referral Systems' (AIRS) national certification process.

## End-of-Month Counts of Individual Service Descriptions Available to the General Public Fiscal Year 2007-2008

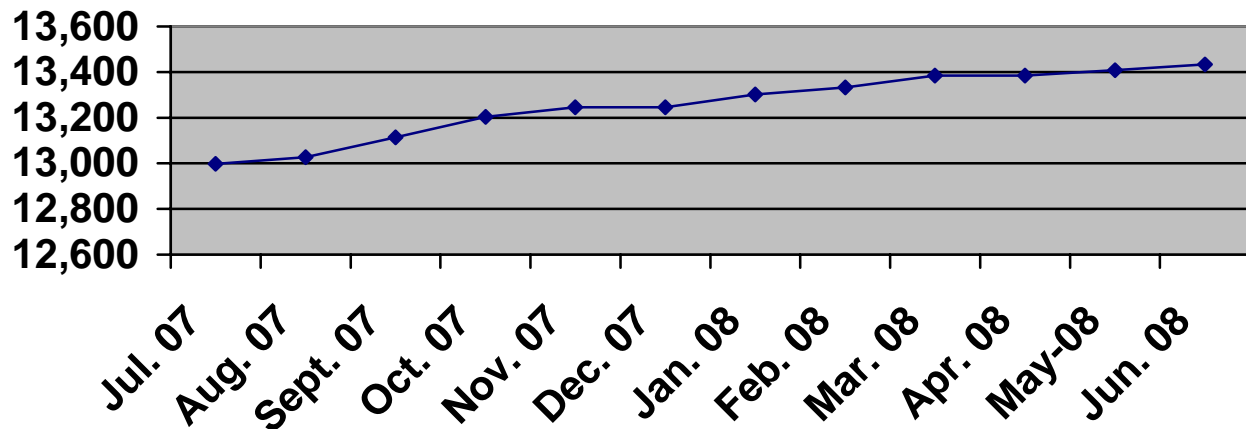


Figure 111.7.1-20

Source: Assist Guide (Vendor for Online E-Forum Capabilities)

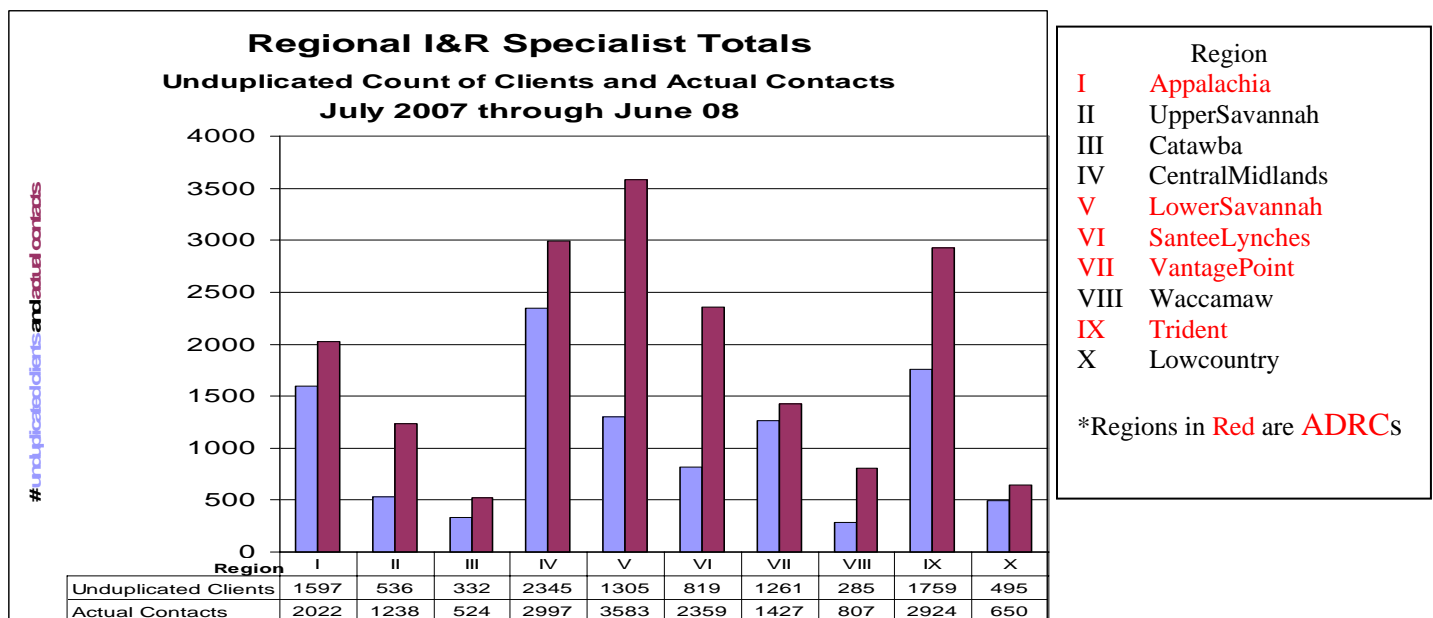


Figure III.7.1-21

Source: VisionLink, Tapestry web reports



### SC Access Successful Page Views July 2007 – June 2008

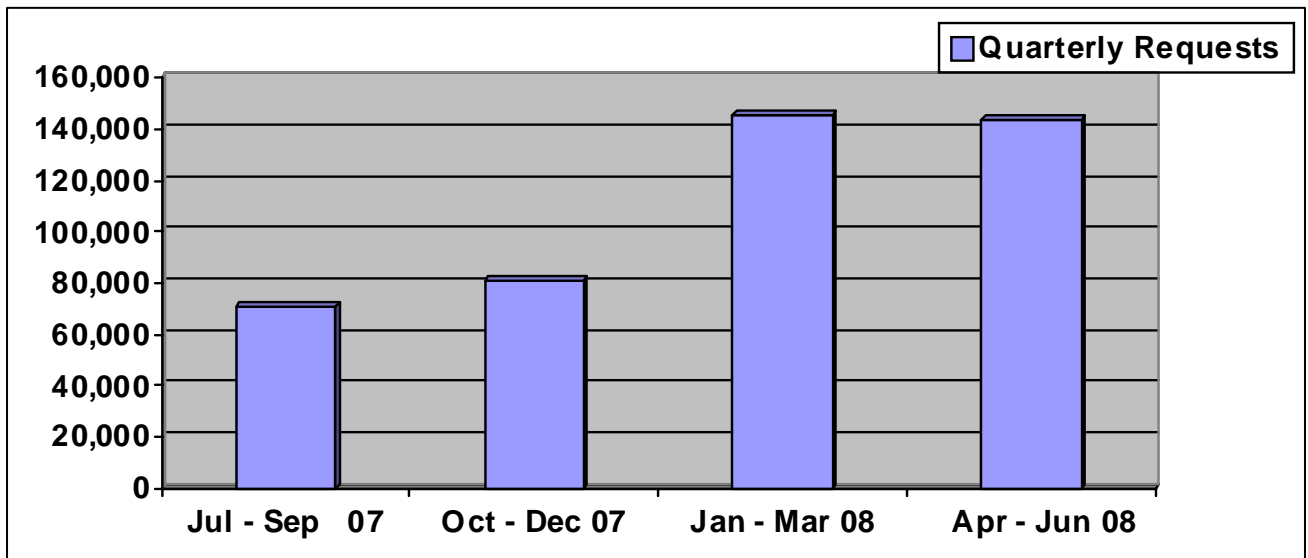


Figure III.7.1-22

Source: VisionLink, Tapestry web reports

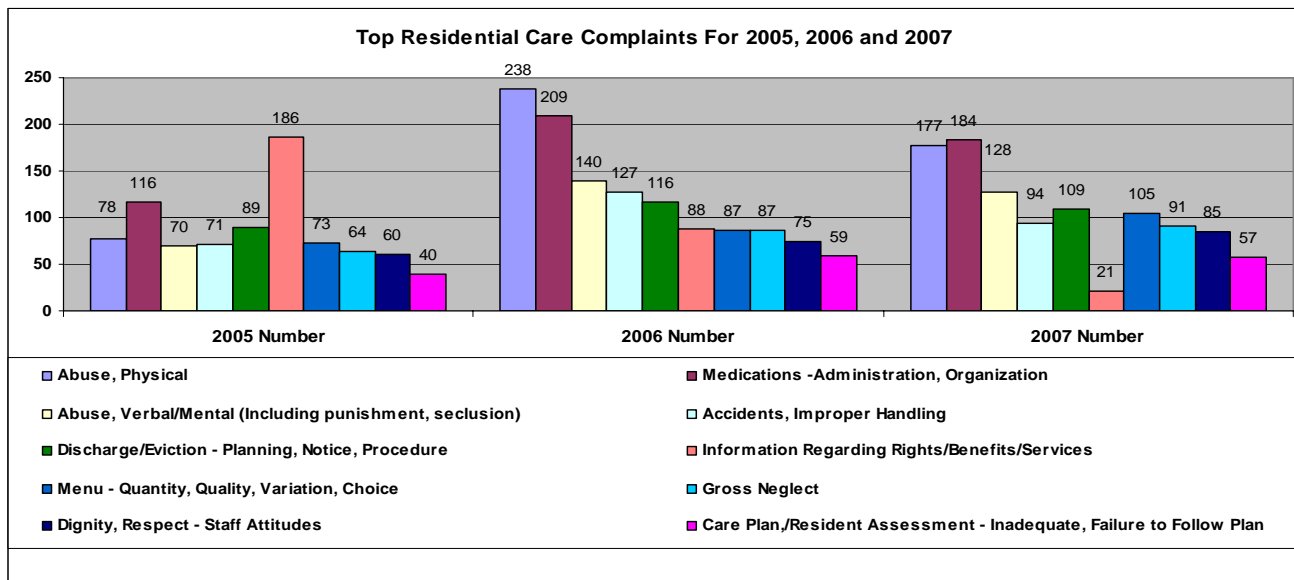
### SC Access Web Hits by Month

<b>July 2007</b> Requests: 21,801 Average per day: 727	<b>January 2008</b> Requests: 35,946 Average per day: 1160
<b>August 2007</b> Requests: 18,788 Average per day: 606	<b>February 2008</b> Requests: 58,624 Average per day: 2022
<b>September 2007</b> Requests: 30,357 Average per day: 1012	<b>March 2008</b> Requests: 51,212 Average per day: 1652
<b>October 2007</b> Requests: 17,049 Average per day: 549	<b>April 2008</b> Requests: 51,618 Average per day: 1721
<b>November 2007</b> Requests: 34,893 Average per day: 1163	<b>May 2008</b> Requests: 45,098 Average per day: 1455
<b>December 2007</b> Requests: 29,190 Average per day: 961	<b>June 2008</b> Requests: 46,516 Average per day: 1551

Figure: III.7-1.23

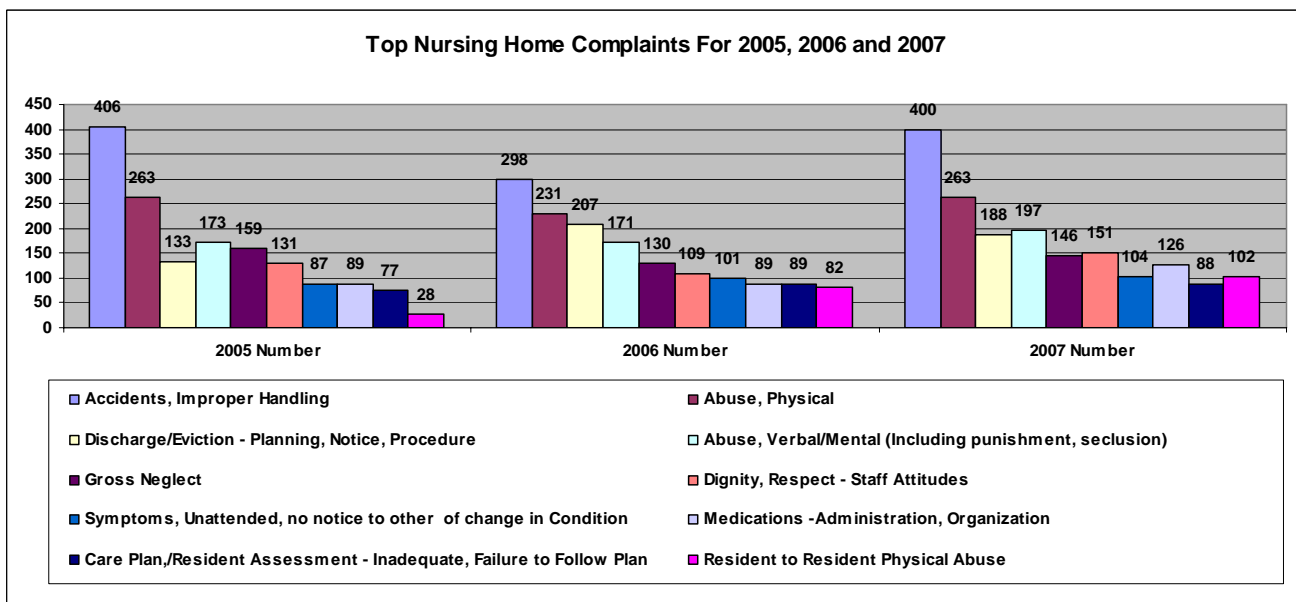
Source: VisionLink, Tapestry web reports

**Ombudsman Program.** The Long Term Care System is multi-faceted with complaints ranging from physical and verbal abuse to failure to follow a Care Plan for a resident. The Long Term Care Ombudsman is responsible for advocating for rights for LTC residents, and investigating abuse, neglect, and exploitation of these residents.



**Figure III.7.1-24**  
Source: National Ombudsman Reporting System (NORS)

Improper handling of accidents has been the number one complaint for the last three years.



**Figure III.7.1-25**  
Source: National Ombudsman Reporting System (NORS)

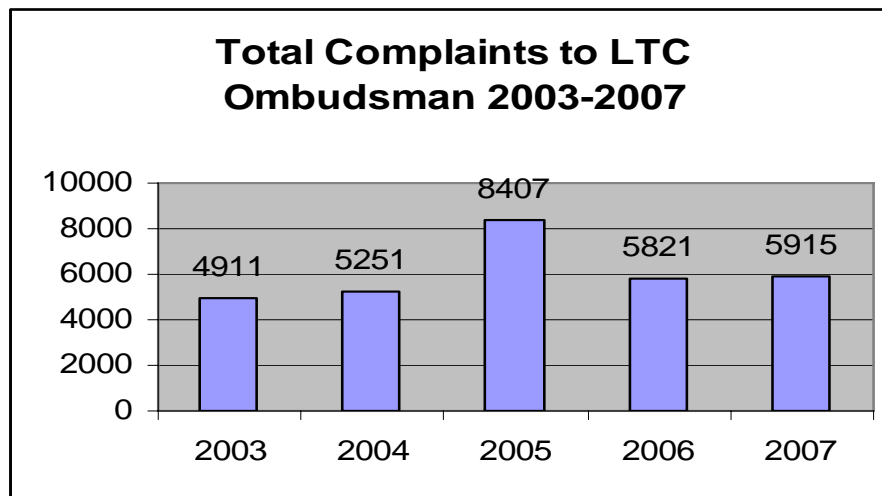


Figure III.7.1-26

Source: National Ombudsman Reporting System (NORS)

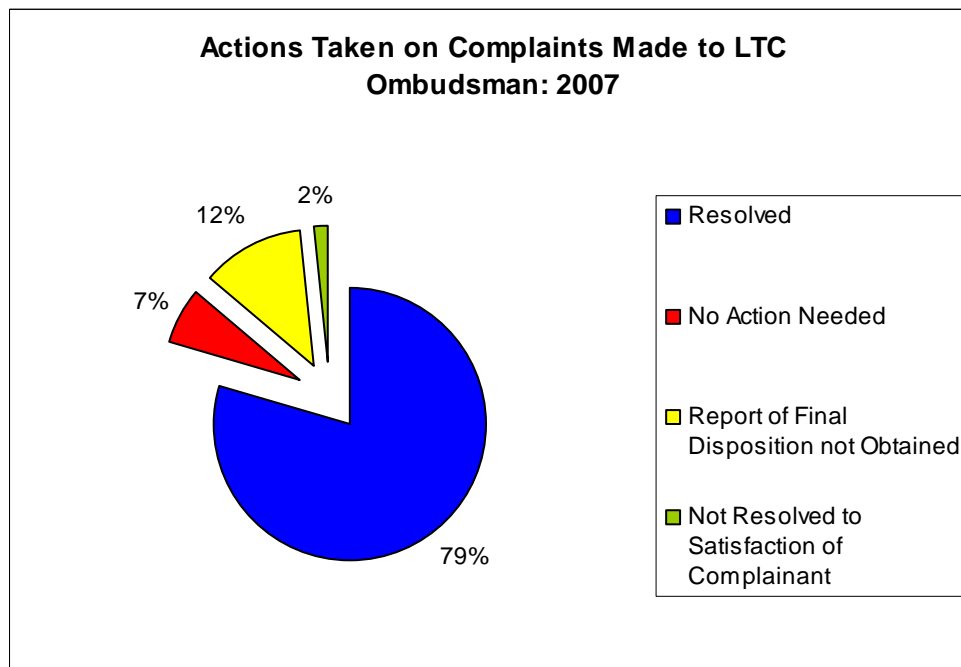
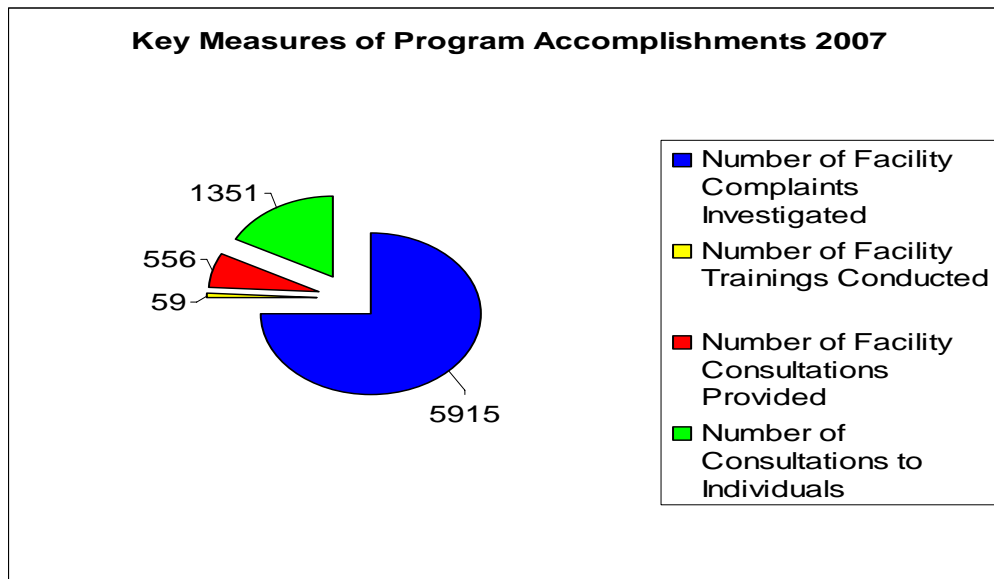


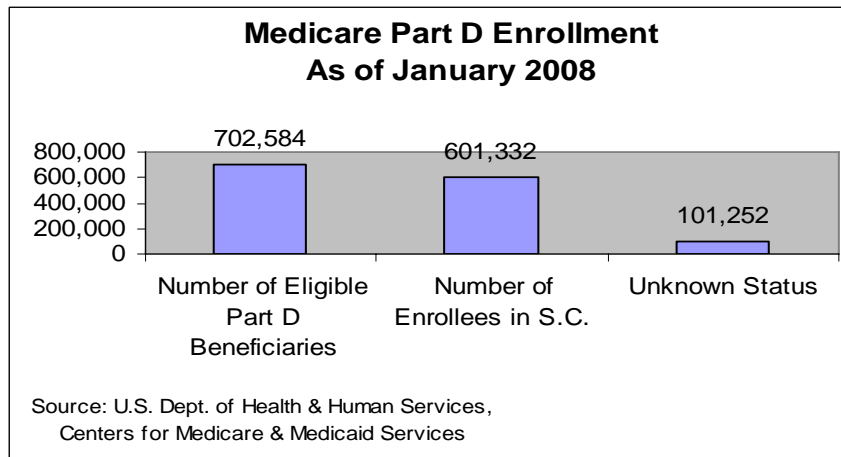
Figure III.7.1-27

Source: National Ombudsman Reporting System (NORS)

**Figure III.7.1-28**

Source: National Ombudsman Reporting System (NORS)

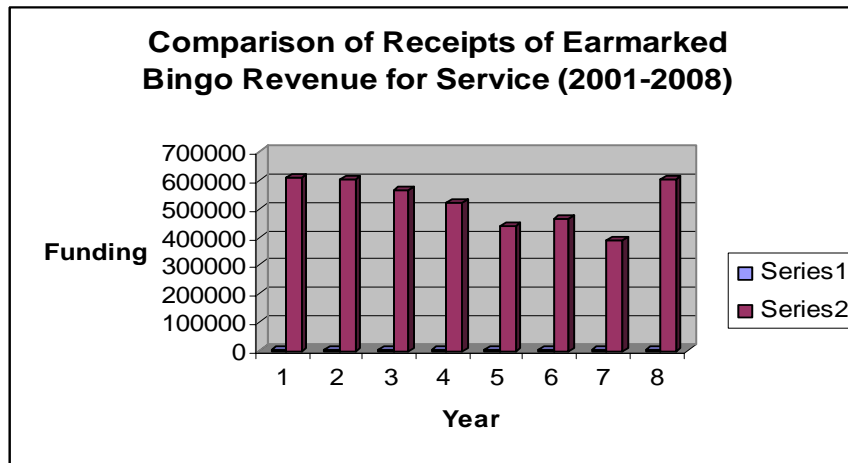
**Medicare Part D.** The LGOA maintains a close working relationship with the Social Security Administration (SSA) and the Centers for Medicare and Medicaid Services (CMS) to assist seniors and disabled persons with access to prescription drug coverage.

**Figure III.7.1-29**

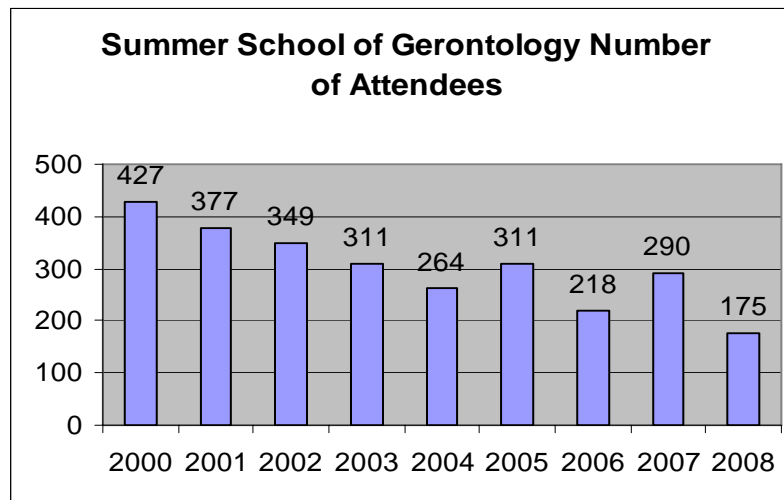
- C. **Trends.** Federal dollars have increased slightly but State dollars have remained flat until FY 06-07 when LGOA received an additional \$2.9 million for home and community-based services. The \$2.9 million has been funded for FY 07-08 and FY 08-09.

The SC Legislature changed the distribution formula for Bingo Revenue effective July 1, 2007 and under that formula the LGOA now receives \$600,000 annually from Bingo Revenue.

### Bingo Revenue: Six-Year History



**Figure III.7.1-30**  
Source: LGOA



**Figure III.7.1-31**  
Source: LGOA

The above statistics represent primary training and education activities for the state's network of AAAs, local service providers, and other public and private organizations. The Summer School of Gerontology has been held for 30 years for certification and enrichment of professionals in the State's senior services network, and professionals in state agencies, local organizations, etc.

Summer School attendance has declined for several years due to budget constraints experienced by other agencies and service providers and a transition in focus. When making decisions on budget priorities in times of decreasing resources, training activities are usually the first to be deleted.

As the population grows, the number of clients served has declined with the availability of limited state and federal resources; therefore, the percentage of persons served has declined. With the availability of Supplemental State Funds for FY 2007-2008, the LGOA anticipates that the percentage of eligible seniors will increase with this additional state funding and increased funding in the future.

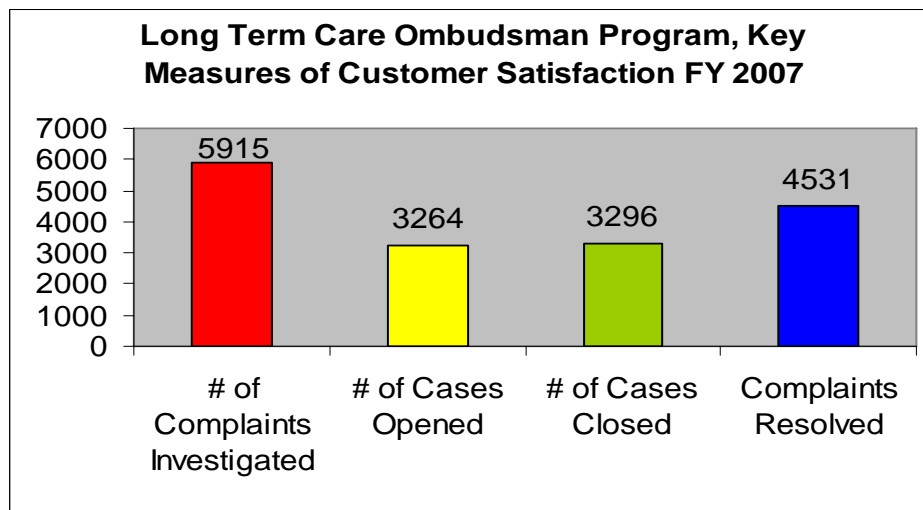
### III.7.2 What are your performance levels and trends for key measures of customer satisfaction?

The LGOA periodically conducts customer satisfaction surveys. The major effort during FY 05-07 has been administering the Advanced Performance Outcomes Measurement Program (FY05-06 and FY 06-07 POMP grants that have addressed the value and impact of home and community-based services on the well-being of seniors receiving them. Since the move to the Lieutenant Governor's office, the LGOA has reorganized to meet the changing environment and needs of the state's growing senior population. As a result of our

evidence-based research and the effective partnership of the AARP, Adult Day Services Association, the SC Association of Area Agencies on Aging, the SC Association of Councils on Aging, Protection and Advocacy for People with Disabilities, the SC National Association of Social Workers, the SC Health Care Association, the Disability Action Council, and Disability Solutions, the state legislature appropriated \$2.9 million in supplemental funding for home and community-based services for FY 06-07.

As a result of this appropriation, the LGOA has implemented a plan to provide additional services to eligible seniors through its state-funded home and community-based services effort. (See pages 37 & 38) The LGOA surveyed 1,097 of the 4,839 seniors served in the first six months. The LGOA also surveyed participants in the Family Caregiver Support program, the Information, Referral and Assistance efforts, as well as the Aging and Disability Resource Center initiatives. The LGOA has established satisfaction criteria for addressing complaints for the state Long Term Care Ombudsman program. The LGOA Continues to look for cost effective ways to address satisfaction and meet the needs of our state's seniors.

- A. Customer Satisfaction with the Long Term Care Ombudsman program.** The program's primary responsibility is for identifying, investigating, and resolving complaints that are made by or on behalf of, residents of long term care facilities.



**Figure III.7.2-1**

Source: National Ombudsman Reporting System (NORS)

- B. Customer Satisfaction with Family Caregiver Support Program.** Findings concerning family caregiver support services were validated when an outcomes tool developed by the LGOA and USC was tested in May 2006. One Hundred caregivers were interviewed, and asked to rate the overall support and services that the care receiver receives from the Family Caregiver Support Program. Ninety-Three percent rated the as excellent, very good, or good. Eighty-two percent of respondents felt that the services provided by the FCSP enabled them to provide care for a longer time than would have been possible without these services. When asked the extent to which the program helped with difficulties that result from caregiving, 84 percent said it was very helpful.

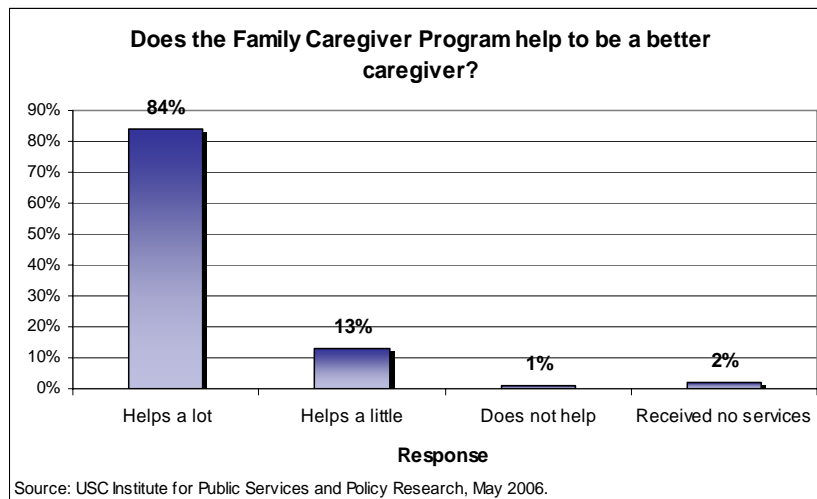


Figure III.7.2-2

### C. Customer Satisfaction with the Aging and Disability Resource Information Centers

The Center for Health Services and Policy Research at the USC Arnold School of Public Health has been assessing consumer satisfaction in all five ADRC regions by way of a 25-question consumer satisfaction survey. The Survey instrument is, has been and will continue to be mailed bi-weekly to a simple random sample of consumers identified from the SC Access Tapestry database. The interim results suggest an overall satisfaction with 25 of the 25 indices assessed.

#### III.7.3 What are your performance levels for the key measures of financial performance, including measures of cost containment, as appropriate?

Fiscal staff continuously monitor fiscal data to ensure that agency operations remain within appropriated funds. An annual state audit is conducted to ensure sound fiscal management.

#### III.7.4 What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety, and security?

The LGOA is still evolving and has not developed significant trends. The LGOA has had five directors with different management styles and priorities. Staff turnover increased due to retirement eligibility, disability, and personal choices to pursue other opportunities. As a result of turnover, opportunities for internal promotions were available. The agency has made available ample resources and training opportunities to enable employees to successfully perform their jobs.

#### III.7.5 What are your performance levels and trends for your key measures of organizational effectiveness/operational efficiency, and work system performance (these could include measures related to the following: product, service, and work system innovation rates and improvement results; improvements to cycle time; supplier and partner performance; and results related to emergency drills or exercises.

Measurement of performance levels is conducted by Deputy Directors/Senior staff with individual staff evaluations. The Director and the Human Resource Office are directly involved with divisional leaders in all evaluations as well. In 2008, the LGOA underwent a workforce plan with a Human Resources consultant and is in the process of implementing new policies. LGOA staff is provided copies of the agency emergency plan and safety drills are held throughout the year. Staff discusses these policies at staff meetings and briefings with divisional leaders.

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**III.7.6 What are your performance levels and trends for the key measures of regulatory/legal compliance and community support?**

The LGOA actively participates in the Human Resources Advisory meetings as well as the SCIPMA. Human Resource staff recently obtained the state Human Resource Development certification. Active participation keeps the agency abreast of and in compliance with state and federal laws and regulations.